

**CAUSES AND MANAGEMENT OF JOB RELATED STRESS AMONG STAFF
OF POLYTECHNIC LIBRARIES IN SOUTHERN NIGERIA**

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**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE
DELTA STATE UNIVERSITY
ABRAKA**

JUNE, 2015

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**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE
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JUNE, 2015

DECLARATION

I, Gladys Ngozi Onyia declare that this is an original research work carried out by me in the Department of Library and Information Science, Delta State University Abraka

Gladys Ngozi Onyia

CERTIFICATION

We certify that this is an original work carried out by Gladys Ngozi Onyia under our supervision in the Department of Library and Information Science, Delta State University Abraka.

.....
Prof. E.E. Adomi

.....
Date

.....
Dr. (Mrs) S. E. Igun

.....
Date

DEDICATION

This work is dedicated to Almighty God, my ever present helper.

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ABSTRACT

The study surveyed the causes, effects and techniques for managing job related stress among staff of polytechnic libraries in Southern Nigeria. Nine research questions and nine hypotheses were formulated to guide the study and tested at 0.05 level of significance. The *ex post facto* design was adopted for the study. The population for the study was 452 library staff made up of 160 librarians, 59 library officers and 233 support staff (library attendants and assistants) of federal and state owned polytechnics in Southern Nigeria. The census sampling technique was employed hence the entire population was used for the study. The questionnaire entitled: “Library staff job stress questionnaire (LSJSQ)” was used as the instrument for data collection. The reliability of the instrument was established through split-half method and an index of reliability $r = 0.70$ was obtained. Consequently, a total of 452 total copies of questionnaire were administered to all library staff of the 43 federal and state owned polytechnics located in Southern Nigeria while 371 copies were successfully retrieved and used for analysis. Frequency counts, percentages, mean were used to analyse data for the research questions. While *z*-test was used to analyse hypotheses I, II, and III as they involve a dichotomous variable (gender). ANOVA was used for hypotheses IV, V, VI, VII, VIII and IX which involve three or more independent groups. All inferential statistics were performed at a 0.05 level of significance. The study revealed among others, that the introduction and use of new technology, insufficient funds and non-conducive work environment are the major causes of job related stress to all library staff irrespective of age, gender and rank. It further revealed that Job dissatisfaction, depression, moodiness, disillusionment, frustration as well as negative job attitude are the main effect of job related stress amongst library staff irrespective of age, gender and rank; that seeking more information in order to clarify ambiguous role expectations, job sharing, flexible work time, socializing, keeping friendship and setting realistic goals are the techniques employed by library Staff to manage job stress irrespective of gender, age and rank. Study revealed that there is no difference in the causes of job related stress among library staff in terms of gender, age and rank. Moreso, that there is a significant difference in the effect of job stress among library staff in terms of gender, age as well as in the management techniques adopted by male and female library staff. The study recommends that management of polytechnics should provide a conducive work environment in the library. Furthermore, it is suggested that workload be reduced for individual staff while training and retraining of staff should be encouraged for optimum performance. Promotion and upgrading of staff should remain the institutional culture to encourage staff. It was also suggested that prototype stress management package be adopted by all library workers while management tips such as talk shows, interactive sessions and seminars be organized at regular intervals for staff to checkmate job stress.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Stress is a subjective and an anxiety based syndrome which manifests differently among individuals hence the lack of stereotyped definition. However, Bunge (1990) defined it as physical, mental or emotional strain or a condition feeling experienced when a person perceives that demand exceeds the personal and social resources the individual is able to mobilise. When condition presents extra demand on an individual's capability and resources, it is said to be stressful. As stated by Nawe (1995), stress is all about cause of disruption, disruption itself and effect of disruption which culminate in anxiety and tension. According to Kupersmith (1999) stress is a response to changes in an environment as perceived by the individual; which if severe and prolonged can have harmful physiological and psychological effects.

Job stress, however, can be said to be the physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources or needs of the worker. The National Institute of Occupational Safety and Health (NIOSH) (1999) see it as the emotional, cognitive behavioral and physiological reaction to aversive and noxious aspects of work environment and work organisations, characterised by high level of arousal and distress and often by feelings of not coping. Akinboye, Akinboye and Adeyemo (2002) summarise job stress as the physical, mental and emotional wear and tear brought about by the incongruence between requirements of the job and the capabilities, resources and needs of the employee to cope with the job demands. Job stress can, therefore, lead to poor health and even injury.

People experience stress in many areas of their lives as stress is a by-product of modern life. Although stress is inevitable in many activities at work and at home, it becomes harmful when it develops to impair daily activities. Harmful workplace stress has often been associated

with jobs that demand a lot from employees while allowing them little control over how the job is performed; it stems from work environments that are unsafe or uncomfortable, and organisational practices that exclude employee participation or input (Petrus and Kleiner, 2003). Many organisations and experts such as The International Labor Organisation (1996), National Institute for Occupational Safety and Health (NIOSH) (1999), Palmer (2004) and others identified job stress as harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources and needs. They also believe that stress is a major challenge to the individuals' mental and physical health whereas stressed workers are more likely to be unhealthy, poorly motivated, less productive and less safe at work while their organisations are less likely to succeed in competitive markets.

Jobs are, therefore, perceived sources of stress in individuals as they trigger adjustments in timing, schedules, relationships, opinions, events, lifestyle which could be negative or positive as opined by Scott (2008). She is of the view that long hours at work, heavy workload and overwhelming feeling in every area of life are causes of job stress.

Safework (2000) argued that if health is considered as a dynamic equilibrium, stress is a part of it as there is no health without interactions with other people and environment. It further states that stress is normal and necessary to trigger actions but that it becomes dangerous when it is intense, continuous, repeated or excessive and eventually pathological, to the point of non-control by the individual worker. However, eustress required to trigger actions and pathological stress requires management in order to tap their usefulness and avoid their destructive effects since stress cannot be eradicated in human existence.

Martin (2008) attributes job stress to high responsibility jobs. Continuing, he argued that persons in authority such as managing directors of organisations, production managers, decision makers, who constitute think tanks of organisations and establishments, as well as human and material managers who occupy positions of responsibilities are very vulnerable to

job stress. This position appears definite by the fact that such categories of workers hardly observe their leave for rest and when they do, they operate their office desks from home. This is typical of polytechnic or institutional librarians who double as principal officers for managerial duties as well as library and information directors in their respective institutions.

Anderson (2000) stated that most executive officers who took vacations in 2000 stayed in touch with their offices by taking their laptop or cell phone with them. Given the diverse causes of job stress, Nawe (1995) discovered among others, that common issues as non-conducive work environment, subjection to career development, noisy environment and crowded work environment are stressful agents to the individual that works in the library. Bunge (1990) posited that an individual could experience stress from management procedures, unattractive or unappealing regulations in a workplace. Furthermore, he maintained that inadequate provision of facilities or inability to cope with some facilities constitutes stressors in the libraries.

Librarians are said to have experienced stress for years as it is a maladaptive response to pressure. However the level of stress appears to have increased because of a number of factors associated with the information age. Some of the factors contributing to increased level of job stress are the introduction of new technology, increased threats of censorship, limited funding, demand for additional services, and the opinion that libraries will become obsolete as maintained by Haper (2000) Perkol, (1998) and Nawe (1995) identified the following as ready sources of job stress: - role conflict, arising from unspecified job schedules, unending criticism from bosses, inexplicable job evaluation process, job overload, job under load, underutilisation of a worker's skill, discrimination at work and many taken-for-granted issues. The librarian is enmeshed in records, reading, interpreting, and struggling under pressure to please, satisfy and care for others irrespective of the state of her health, mind or disposition. Librarianship is therefore a first class care industry. The librarian is ever engulfed in issues, and unending

barrages of questions from library users. The desire to read up, locate and identify sources of answers to clients' demands, the preparation of materials and the digitalisation of information to satisfy the information seeker leaves the librarian with no time to rest and control his schedules. Onyia (2010)

Neville (1981) remarked that conditions as ventilation, lighting, use of technology, leadership style of library managers as well as inconsistencies in library policies give library staff stress. This he said calls for advance information to prospective library staff to acquaint them with the realities of work conditions in the library. The British Broadcasting Corporation (BBC) (2006) in a study on occupational stress to determine professions worst hit with job stress revealed that librarians are most unhappy with their workplace, often finding their job repetitive and unchallenging. The study surveyed nearly 3000 people drawn from five occupations including fire fighters, police officers, train operators, teachers and librarians. The study was intended to examine job related stress among the survey population. The research looked at nine 'stressors' such as how much control workers thought they had over their work, their workload, how much they earned, absenteeism, job satisfaction and whether work stress spilled over into their private life. Surprisingly, the study revealed that librarians complained about their physical environment, saying they were sick of being stuck between book shelves all day, as well as claiming that their skill were not used. They further complained of depersonalisation and diminishing personal control over their career. The research revealed the seriousness of stress suffered by librarians, contrary to the expectations of people. Unlike other professionals covered in the study, librarians do not have the training to cope with stress inherent in their profession.

Siaman, Shahrabi, Vahedi, Abbsai, Abdol and Cherati (2006) in a burn-out research in libraries and information centres found that due to rapid technological changes, information explosion and reduction of finances, stress is greatly experienced by librarians. Cordes and

Doherty (1993) asserted that job stress is quite prevalent among human-service professionals who are unable to deal with the excessive demands on their energy, time and resources like librarians. Maslach and Jackson (1986) also observed in a study that librarians complained bitterly of emotional exhaustion, depersonalisation and a reduced sense of personal accomplishment on the job. An attempt at identifying sources of stress among the staff of libraries (especially of polytechnic libraries) is the first step in creating a healthy work environment for them. Though library work environment may not be totally stress free, attempts at implementing management techniques can make a difference.

Perkol (1998) opined that the level of stress in libraries if not properly understood and managed will continue to increase in future. Coping techniques generally include removing oneself from stressful situations, acquiring additional resources to meet demands, and altering the way one perceives the situation (Hodges, 1990; cited by Perkol, 1998). Similarly, Ahmed (2007) opined that stress could be managed through creating supportive culture; appreciating people's differences, recognising the signs of stress; recognising issues as they arise, considering team building, enabling autonomy and having a contingency plan. The researcher also shares the same opinion as these could reduce the incidences of poor morale, reduced performances and team conflict which are some of the effects of work stress.

Ajala (2011) carried out a demographic study of work related stress among librarians and information professionals in the University of Ibadan Library, Nigeria. The study surveyed among others, work environment, personal factors, home-work interface, Professional/Academic demands, job satisfaction, management problem and coping strategy of the respondents to determine causes of stress and management/support systems available to the library staffs. The study revealed that there was no significant difference between male and female staff about their perception on the issue of work-place stress though more males than females expressed job dissatisfaction as a result of stress; females opined that librarianship was

stressful because of motherhood and female roles especially at home. Other stress factors include ergonomic problem, pain in the neck due to carriage of books, poor incentives and bullying/use of harsh and abusive language from users as well as exclusion from decision making.

Above all, non-conducive work environment nauseates younger librarians to stress point while the introduction of technology to library processes traumatised more elderly librarians. Generally, promotion of professional librarians was jeopardised as publication requirements could not easily be matched with increased load of work thereby occasioning disillusionment to the point of stress. Ostler and Oon (1989) studied stress in the library at Brigham Young University. Their primary goal was to identify and analyze sources and causes of stress and satisfaction. They found that technology and equipment was a high source of stress among faculty librarians and support staff. Al-Qallaf (2006) studied perceptions and effects of technology among staff of academic and research libraries in Kuwait - In order to understand whether levels of techno stress differed across individual characteristics, seven demographic variables were cross tabulated with the three categories. The type of institution was significantly associated with management-related stressors, with equipment-related stressors and with information-related stressors. The test indicated that participants working in private institutions experienced less techno stress than those working in public institutions. For age, years of experience, work area and level of education, there were no significant differences observed. Test results also indicated no significant relationship between the three categories and gender or the availability of training programs.

Because of the potential negative consequences of stress on library workforce, it is necessary to investigate job stress – causes and techniques for managing job stress - among staff of polytechnic libraries in Southern Nigeria.

1.2 Statement of the Problem

The staff of academic and research libraries such as the polytechnic library have the role of promoting access to the accurate and appropriate information to serve the needs of their clientele. However, the Information Age has made this mission much more challenging and complex. It has also dictated the imperative for librarians and library support staff to develop new technical skills to promote information access (Orenstein, n.d). This requirement, could lead to technology induced stress among the librarians. Beyond that, librarians in universities in Nigeria are classified as academic staff of their institutions and are therefore expected to be involved in teaching, research and publishing. This expectation is alongside their primary job of information provision in order to earn career progression, a combination of these responsibilities, tasks library staff to stressful point.

The American Library Association (ALA) (2001; cited by Smith, 2003), summarised the societal factors currently impacting on the library profession thus: the acceleration of the pace of change; the ubiquity of technological innovation; rapid globalisation; economic issues; expanding educational formats and opportunities; demographic shifts; population diversity; changing workplace structures and ethics; altered worker demands; changes in customer expectations and lifestyles. If these constitute stressors to the Library Staff, what effect will it have on library staff and how could they be managed. These are the main issues that the study intend to address,

1.3 Research Questions

The following research questions were answered in the study:

- i. What are the causes of job stress experienced by librarians in the polytechnic libraries in Southern region of Nigeria by gender?
- ii. What are the causes of job stress experienced by library staff of the polytechnic libraries in Southern Nigeria of different age ranges?

- iii. What are the causes of job stress experienced by various categories of library staff of Nigeria?
- iv. What are the effects of job stress on the library staff by gender?
- v. What are the effects of job stress experienced by library staff of different age groups?
- vi. What are the effects of job stress experienced by the different categories of library staff?
- vii. What are the techniques employed by the male and female library staff to manage job stress?
- viii. What are the techniques employed by the different age groups of library staff to manage job stress?
- ix. What are the techniques employed by the different categories of library staff to manage job stress?

1.4 Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance:

- i. There is no significant difference in the cause of job stress on the staff of polytechnic libraries by gender.
- ii. There is no significant difference in the causes of job stress among staff of polytechnic libraries according to age groups.
- iii. There is no significant difference in causes of job stress among the different categories of library staff.
- iv. There is no significant difference in the effect of job stress experienced by the polytechnic library staff by gender
- v. There is no significant difference in the effect of job stress experienced by the staff of polytechnic libraries across age groups.
- vi. There is no significant difference in the effect of job stress experienced by staff of polytechnic libraries in Southern Nigeria according to age groups.

- vii. There is no significant difference in the job stress management techniques of the library staff according to gender.
- viii. There is no significant difference in the job stress management techniques of the library staff due to different age ranges
- ix. There is no significant difference in the job stress management techniques adopted by different categories of the library staff

1.5 Purpose of the Study

The main purpose of this study is to investigate the causes, effects and management of job related stress among library staff in the polytechnics of Southern Nigeria. The specific objectives are to:

- i. determine the causes of job stress by gender of library staff in the polytechnic libraries;
- ii. find out the causes of job stress of the different age groups of library staff;
- iii. find out the causes of job stress experienced by the various categories of library staff;
- iv. find out the effects of job stress on the male and female library staff;
- v. find out the effects of job stress on the library staff due to different age ranges;
- vi. find out the effects of job stress on various categories of library staff;
- vii. ascertain the techniques adopted to manage job stress by male and female library staff;
- viii. find out the techniques adopted to manage job stress by different age ranges of library staff; and
- ix. find out the management techniques adopted by different categories of library staff on job stress.

1.6 Significance of the Study

This study explored causes and management of job related stress among library staff of polytechnics in Southern Nigeria. The study will provide relevant information that will benefit management of polytechnic libraries in taking decisions regarding the management of job related stress among library staff. It will contribute to the body of knowledge on job stress management and as such will provide a reliable reference for researchers and scholars working in similar field.

The study proffers useful information that will help library staff to guard against those factors that cause job related stress, managing its effect as well as providing techniques for tackling job stress. The research would help create a new mind -set among upcoming librarians and information managers on the hazards of their profession and equip them with the skills to cope.

1.7 Scope and Delimitation of the Study

The research focuses on the causes and management of job related stress among staff of polytechnic libraries in Southern Nigeria. It explored issues pertaining to the causes, effect and management of job related stress among library workers using demographic variables such as gender, age and of staff rank. The research is limited to library workers such as librarians, library officers and support staff in both state and federal government owned polytechnics in Southern Nigeria.

1.8 Operational Definition of Terms

The following terms are defined according to how they are used in the study:

Job Stress: Job stress is the harmful physical and emotional response that occurs when there is a poor- match between job demands and the capabilities, resources, or needs of the worker.

Causes of Job Stress: these are factors that results in workers' discomfort on the job. **Effects**

of Job Stress: It is the eventual outcome of job stress on the worker. It connotes the condition

feeling of the sufferer. Most times job stress culminates in frustration, lack of enthusiasm, depressions, absenteeism, ill health, eventually job quitting, and in extreme cases, death.

Management of Job Stress: The amelioration of job stress, especially chronic stress. It is learning to say “no” to some demands that others make. It is a process by which an individual can relieve stress.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

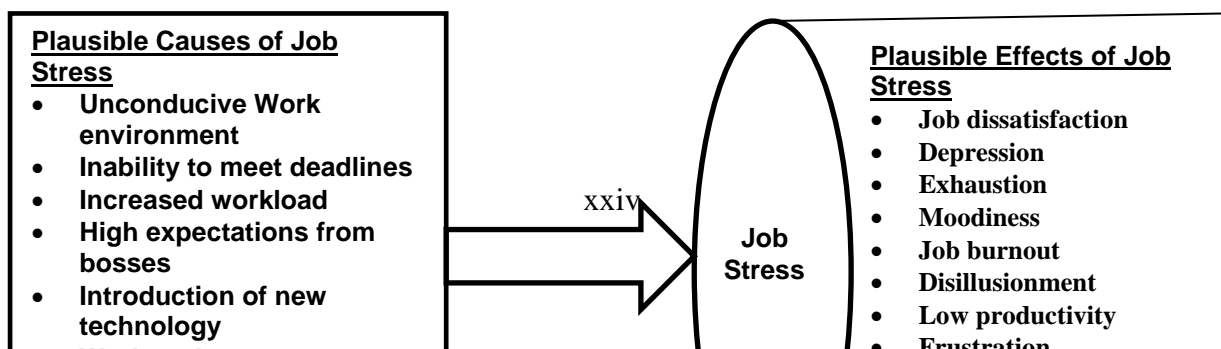
2.1 Introduction

This chapter reviews literature related to this study. The review covers the following subheadings:

- 2.2 Conceptual Model for the study
- 2.3 Concept of work related stress
- 2.4 Causes of job stress among library staff in polytechnics
- 2.5 Effects of job stress among library staff in polytechnics
- 2.6 Management of job stress among library staff in polytechnics
- 2.7 Gender, Age and job stress among polytechnic library staff
- 2.8 Appraisal of reviewed literature

2.2 Conceptual Model for the Study

This research is hinged on the Work Stress model devised by Palmer and Cooper (Palmer & Cooper 2001) the model was used to educate and inform employees, personnel and health professionals and occupational stress scholars about the relationship between potential work-related stress hazards, the individual and organisational symptoms of stress. The adapted model also portrayed negative outcomes and management techniques for job stress. The adapted job stress model is shown in Fig. 2.1



S

Figure 2.1 A Model of Work Stress

Source: Adapted from Palmer & Cooper (2001)

The original model identified and addressed the potential job stress hazards to the employee in the organisation such as culture, control, changes, role, relationship and support.

Culture: This reveals the organization's structure and job schedules (for example, volume and complexity of works; shift work and repetitive tasks);

Control: Employee involvement and participation (for example, participation in work contractual issues);

Relationships: includes all work relationships (for example, hierarchy, bullying and harassment).

Changes: policy shifts and communication to staff (for example, staff understanding why changes are necessary);

Role: employee understands role; clarity of schedules (for example, conflicting roles avoided);

Support; training and factors unique to the individuals' development: support from peers and line managers; training for core functions of job; catering for individual differences.

The stress model was considered suitable for the study because it has been used in similar research such as those of Poulin, P. A., Mackenzie, C. S., Soloway, G. and Karayolas, E (2008) and Warraich, U. A., Ahmed, R. R., Ahmad, N. and Khoso, I. (2014). The adapted model reveals sources of stress to the worker, portrays the effect of stress as well as management techniques that could be employed by individuals and libraries to deal with the causes of job stress as well as reduce the negative effect of stress on library staff. The focus of the study is on what stresses staff of polytechnic libraries, how they react to the stress syndrome and measures library management could take to make polytechnic library environment more conducive for people to work in.

The model is most suitable as it recognises that conditions of work and not the worker is the source of stress. For example, the nature of library job in the polytechnic involves handling same schedule all over as information seekers ask the same questions of "Where can I obtain". How do I get this? When can I receive? What is the place of?" Etc. Similarly, though nauseating, shift work remains unavoidable in polytechnic library situation as the hours of job remains 8am -10pm daily. Library users even advocate for 24 hours service as information is

required round the clock. Students require information for learning in the day and search for additional knowledge at night. In the same vein, the level of control the librarian has over his daily schedule is highly limited as cataloguing and classification is done before any material is made available to clients. Similarly, the reference librarian has to surf the web for current information supply while indexing, abstracting, shelving and shelving reading are basic schedules the library staff must tackle before attending to clients. These services must take place for an information seeker to obtain satisfaction while the repetitive tasks leave the library staff without choice of approach. Often, the library which is the centre of knowledge is starved of funds to acquire learning materials and to manage them; while often times other projects are prioritised over library development. Practices such as these demoralise the library worker. Technological innovations and applications demand that library staff make use of, and assist library users retrieve information with electronic devices like the computers and the internet. The irony is that in most of these polytechnics, the library staff are yet to be re-skilled to cope with these digital devices. The stress model which also analyses the effect of job stress on the worker and the organisation identified the pains of the polytechnic library staff who suffers constant headache, depression, disillusionment and lack of enthusiasm at work.

According to the model the focus should be on strategies that lead to stress reduction. Organisations should strive to manage work factors that can lead to job stress. The simple model of organisational stress management can be used as a training resource to educate and inform employees and key personnel about work related stress. The model therefore is of tremendous value in tackling work-related stress.

2.3 Work Related Stress

Work related stress is perceived as the adverse reaction people experience due to pressure or other types of demand placed on them from their job. Westman (2005) argued that stress is part and parcel of work whereas the uncontrolled pressure can lead to stress. Job stress

undermines performance and is costly to employers. It can lead to ill health or even death. According to Rick (1997) occupational stress has assumed enormous importance importance in the organizations as stress-like phenomena have become a concern to the world of work. Job stress is an umbrella term which covers a wide range of different aspects and conditions of work that impacts negatively on the individual and the organisation at large. Rick (1997) sees job stress as an issue where attention is too often given to the individual rather than the organisation whereas the individual is just an element within the environment. He argued that looking at stress as part of multi-casual system would facilitate a better management of the situation as stress leads the individual to discussions of feeling or experience rather than cause and effect in relationship. Corroborating the above, Twenge (2002) asserted that though we live longer, we may be suffering more because we are in the age of anxiety. Job stress is generally perceived as a negative condition of experience at work place. This implies that an intervention package on the phenomenon would involve proposing a framework in the organisation which recognises the individual within the organisation .

The concept of job stress arises naturally from the realisation that behaviour is influenced by occupational conditions. Palmer and Cooper (2001). In the same vein, many individuals identify influences in their workplace which are considered undesirable and harmful. Job stress in the views of Bechr, Terry, King and Dunseath (1995) is a serious workplace problem that has behavioural and psychological influence with symptoms such as depression, headache, insomnia, stomach trouble and general dissatisfaction.

Divergently, National Institute for Occupational Safety and Health (NIOSH 2008), an institute committed to providing organisations with the knowledge to reduce the threat of stress disagrees with the concept that stress is a phenomenon often confused with challenges emerging from workplace. This disagreement arises from the notion that stress which

challenges some people, energises others psychologically and physically and in turn motivates people to learn and acquire new skills and master their jobs. In the opinion of The National Institute of Occupational Safety and Health (NIOSH), challenges met elicit relaxation and satisfaction whereas stress culminates in job demands that cannot be met or perceived; relaxation turned to exhaustion.

The Northwest National Life Insurance Company (NNLIC 1991) revealed that American people view stress at workplace as follows:-

Job stress is a common and costly problem in the American workplace, leaving few workers untouched. “One-fourth of employees view their jobs as the number one stressor in their lives. Three-fourth of employees believes the worker has more on the job stress than a generation ago” Princeton Survey Research Association (1997).

“Problems at work are more strongly associated with health complaints than any other life stressors, any financial problems or family problems” (St. Paul Fire and Marine Insurance Company, 1992)

However, stress has universal controversial acceptance as a concept in the sense that individuals, organisations, schools of thought view the issue of stress differently. Controversy arises from the fact that what stresses an individual could excite or energise another even in the same work condition. Smith (2003). For lack of a consensus on the issue of workplace stress as a concept, stress has over the years been addressed from the point of view of accruable compensation to the stressed employee, the cost of compensation to the employer, the rate of absenteeism as a cost to the organisation and physical and mental degradation to the worker.(St. Paul Fire and Marine Insurance Company,1992).

This concept lends credence to the belief that stress is negative, detrimental and unacceptable to people. The Leading Australian Business (2002) noted that in most countries of the world, there is a huge body of research on stress emanating from the United State of America (USA),

European Union (EU), United Kingdom (UK) and Australia which examined the relationship between stress and medical conditions claimed to be caused by work. These researches are said to be neither clearly defined nor scientifically, medically or statistically proven, notwithstanding the extent and volume of the research. These researches are said to be relying on self-report methodology based on a variety of theoretical approaches and models of stress which over the past 50 years have proved to be inadequate in explanatory or predictive value and at best described as inconclusive.

Despite the lack of hard evidence to back these researches, authorities in Australia, United State etc have adopted stress as a psychosocial risk factor, hazardous to employees while employers have been enjoined to find ways to reduce or eliminate these hazards. The American Psychological Association (APA) (1992) found one-third of Americans living with extreme stress while the most commonly cited sources of stress as accepted by 74 percent of the poll respondents attributed it to work. It is ironical that some people were not alarmed by this as they claimed that the concept that stress can be a bad thing is foreign to them. “They say stress is a good thing; it motivates them”, according to Ballard, the American Psychological Association (APA) assistant executive director. There seem to be therefore no consensus that work condition is totally responsible for stress in the individual.

Despite a lack of consensus on work as stressor to the worker globally, there is increasing call on managers to address the issue of stress in every workplace to ensure maximisation of job output. The clarion call on managers to devise ways to manage stress by Sauter, Hurrell and Levi (1997) attest to this. They requested that all workers have personal development plan, instilling work culture whereby staff experiencing difficulty in the discharge of their jobs would have informal forum to discuss their matters. Among others, they suggested:

That Staff perform tasks because they appreciate their role in the organization;

the recruitment of skilled and capable staff, ensuring that each staff appreciates the implication of corporate strategy instead of detailed job specifications which are sources of inertia and atrophy.

All the suggested measures above have been prescribed for the cushioning of the worker. Consequently, they are for the maximisation of output and realisation of corporate objectives which stressful conditions in work places negate over the years. In reality, if a library staff is made to initiate styles in the practice of librarianship, devoid of stereotyped approaches, the sense of belonging which can endear output would be instilled. This would further dislodge the idea that they are “stock between books every day.”(British Broadcasting Corporation 2006)

Though a universal stress concept is lacking, some schools of thought have attempted to apply their opinionistic and pragmatic acceptable definition from their practice and belief accordingly. Physical scientists and psychologists use the term to indicate a change or response (Safe Work, 2000). The general public however does not agree in totality as their view contradicts the above named schools of thought. A free and reflective cataloguing and classification module with flexible design can challenge the ingenuity of a librarian thereby reduce the phobia attributed to foreign classification scheme. Increased participation in decisions would endear librarian staff of polytechnics to greater productivity as it would ensure their welfare.

In furtherance of the above, the stimulus concept sees stress as characteristic of the environment in question and the events of such moment. For example, a library staff could develop a heart throb at the site of a heap of consulted books to shelve on arrival to work before settling down to the activities of the day. On the whole, Walff (2008) noting that conceptualisation of stress is problematic asserted that everybody knows that stress is an issue, but no one wants to look at it and address it. He maintained that every employer views excessive workplace stress as an enormously costly problem that no one quite knows how to

fix because of the fear of opening a Pandora's Box; it becomes logical, therefore, to pry into the causes of job stress as an issue of attention to man, and especially in the library profession.

2.4 Causes of Job Related Stress among Library Staff

Job stress is the scourge of the 21st Century which has come to stay with man. To effectively curb or address it, the causes must be determined. Ahmed (2007) specifically noted that the multiple roles the library and information professionals have to perform lead to fatigue. Corroborating that, The Special Library Association (2008) identified the roles of librarians to include development of information services and products and services, maintaining current awareness of emerging technologies, assessing and communicating the value of information to the institution including information services and products policies to senior management, clients ,stake holders and the communities who contribute effectively to senior management strategies and decisions regarding information applications ,tools and technologies, and policies for the Organisation.

Various reasons have been given by individuals and organisations as the perceived causes of stress. Cartwright and Cooper (2002), in a research commissioned by the Health and Safety Executive at the Cambridge University indicated that half a million people in United Kingdom experience work-related stress to the level of illness, 5 million people feel extremely stressed while the loss incurred from this ailment is estimated at 6.5 million US dollars working days per year and the cost is estimated at \$3.7 billion. With such colossal consequences it becomes arguably justified to inquire about the causes of the scourge. The study revealed among other causes, work overload, control, work relationships, job insecurity, fiscal and communication problems as major challenges at work places. Examining work overload as a stressor on the worker, the study revealed that unrealistic deadlines and expectations,

technology phobia, unimaginable overload and under recruitment of staff for work already timed, pose intimidating schedules to workers.

Several research findings reveal that causes of job stress is different for different people. Cartwright and Cooper (2002) found that almost 50 percent of Britons blame bosses for making their blood boil and giving them anxiety at work. A monster Meter opinion poll (2006) asked 2,330 British workers what stressed them most at work. The survey revealed that 48 percent indicated Colleagues, management-namely the boss; 22 percent (514 votes) indicated the workload; 12 percent (287 votes) the environment; 11 percent (263 votes) commute to work and 7 percent (179 votes) clients they deal with. While all the enumerated sources constitute stressors, the study maintained that nearly one in every four bosses in the United Kingdom (UK) is bad or dreaded. It also stated that fifty-eight percent of respondents have looked for another job because of bad bosses and how they feel about their jobs. In summation, there is a correlation between how employees view bosses and how they feel about their jobs. The challenge, therefore, is how to be proactive, maintain positive disposition towards staff and above all, take steps to build mutual respect among the workforce for an improved work environment. There is the need for cordial relationship to be instituted between workers and direct supervisors.

Another factor contributing to work stress is professional impact. The Conference of the British Psychological Society of Occupational Psychology (CBPSOP 2006) revealed that one in three workers across occupations suffer from poor psychological health. It further suggested that every occupation should view stress with seriousness. It was stunning to reveal that librarians who are seen as the least stressed topped the poll among the occupationally stressed group of workers even over and above fire fighters and the police.

That Conference of the British Psychological Society of Occupational Psychology (CBPSP 2006) in a study sought to validate nine stressors variables viz: Perceived control in

their day-to-day role, perceived level of skill used, perceived variety in role, perceived clarity of goals and requirements, perceived opportunity for interpersonal contact, availability of money, valued social position and the physical environment they worked in. Furthermore, the study examined absenteeism, job satisfaction, work-family spill over and their relationship to the stressors. In all, librarians proved highly positive to stressors of their physical environment, perceived poor utilisation of skills and perceived control in their role. Set job modules that cannot be altered by librarians or any regimented job outfit constitute silent killers. Commenting on the findings of the study, the researcher, Saddiz stated that although these findings appear strange, they actually show how insidious stress can be and how unhealthy its impact in any organisation can be.

Corroborating the idea of job as stressor Nawe (1995) opined that librarians have the interest of serving the information needs of clients while there would never be enough time to do everything that needs to be done. He noted that failure to meet all patrons' needs, finding answers too late and not knowing the resources to consult are causes of stress among library workers. It has also been noted that when organisations arraign responsibilities unmatched to support systems', problems that lead to stress would arise. This is occasioned by high quality work expectation not backed by sufficient on and off the job training, lack of adequate supervision and lack of installed communication mechanism.

Inherent threats in workplaces are ready causes of stress to most workers across professions. It has been fully established that the fear of what the day holds for a service-oriented worker had given people nausea to the point of dreads of the day's service. A survey of the Dorset County (UK) library service according to Barbara (1995) revealed that one in seven library staff had experienced aggressive and threatening behaviour in previous years, among which is sexual harassment by clients. In a concern for sexual harassment in higher institutions of learning in Nigeria, Obilade a professor of adult education in Obafemi Awolowo

University formed Women against Rape, Sexual Harassment and Exploitation (WARSHE). As reported by Houreld (2007), Obilade estimated she had helped hundreds of female students and workers who had been attacked. She claimed that students have been raped in libraries, reading rooms and their own dorms whereas some girls are seen as fringe benefits

A survey by a graduate sponsored by Women against Rape, Sexual Harassment and Exploitation (WARSHE) reported that 80 percent of 300 women questioned in four universities said sexual harassment was their top concern. The consciousness of the existence of such evil in a reading environment is capable of attracting enough fright to a library staff to a point of stress. Insecurity traits so reported in the university library setting has the capability for duplication in polytechnic libraries which have same settings. Maney (1992) carried a humorous study of sex in the library. The study revealed that 78 percent (1,816) of female respondents indicated that they had been sexually harassed by library patrons.

Manighan (1993) in a survey sponsored by the Northwestern National Life Insurance Company (NNLIC) on fears and violence in the workplace confirmed similar findings of harassment in workplaces as his findings indicate that “Bosses and co-workers were more likely to harass workers, while customers or clients were more likely to be attackers. People subjected to the mental and psychological degradations at workplaces would surely live in such apprehension as not to contribute meaningfully to their job. Good results obtain in well secured and conducive work environs. Exposure to callous or threat situation could lead to resignation of bravado, injury or death. Insecurity arising from unacceptable behaviour from clients is therefore established as a source of stress.

Sexual harassment as a source of stress easily gives credence to the claim of organisational imbalance. The Brinkmeyer V. City of Freeport Library (1993) made a case where a court could not bar a patron who gave a sexually suggestive note to a staff of a library, because the library had no written policy against sexual harassment. The Iowa State University

Library is said to be one of the few libraries to recognise and prohibit harassment of library staff by library patrons. The policy takes care of harassment against library users as it was noted that a fine line exists between harassment and annoyance. These conflicts are usually unaddressed by library workers especially as they are not in congruence with the philosophy of service industries like the library, hospital etc. Random violence which manifest in various formats and degrees are therefore registered causes of stress at work. Public libraries are known to admit people regardless of colour, age, sex etc (UNESCO, 1953). Therefore it implies that insane or people with mental instability would not be discriminated against in libraries. The effect could possibly occasion violent attack or assault on workers by unsuspecting clients.

A lack of confidence at work place and some other environmental problems such as noise, annual leave forfeiture, occasioned by work overload and sometimes job under load, which result in underutilisation of the workers acquired skill, could result in stress. Theresa (2008) expect the same production rates even though two guys do the work of three. She said she was working twelve-hour shifts six days a week and swears she hears those machines humming in her sleep.

In another development, job stress has tremendously been attributed to conditions of work and reasonably, the role of the individual in a workplace. A research by the National Institute for Occupational Safety and Health (NIOSH 2008) discovered that the conditions like job designs which may involve heavy workload, infrequent rest breaks, long hours and shift work, hectic routine, tasks that have little inherent meaning, underutilisation of workers' skill and little sense of control by the worker are ready sources of stress. Apparently, these are true reflections of the librarian's plight. Routine jobs which cannot be modified pose challenges. Repetition of tasks is, therefore, a stress to the librarian who has no right to redesign a work schedule. Coupled with the job design is the problem of management procedure that does not allow the worker opportunity to make decisions or input in affairs concerning him. Poor

communication trend in an organisation and lack of family/friendly policies affects a worker adversely, while stereotyped organisational policy that does not integrate the workers' private/personnel interests could frustrate to a point of stress. Accordingly, National Institute for Occupational Safety and Health (NIOSH 2008) posits that interpersonal relationship such as poor social work environment and lack of support, help from co-workers and supervisors are ready stressors in a place of work. A situation where workers stay in silence without much interaction with friends, always talking the official language as in the library, is complex.

One of the stressors of the 21st Century is career concern (Amah, 2010). The pervading job insecurity in addition to poor economy is quite worrisome. This hinders the opportunity for growth, advancement or promotion. Sometimes rapid policy and routine changes initiated by organisations to enable staff cope with ever-changing and unstable economy does not allow the worker commensurate adaptability with schedules. It leaves the worker with fears of insecurity. The dynamics of work schedules has mandatorily placed librarians in institutions of learning in Nigeria on academic staff status. The status imposes on such librarians the dual requirement of research and publication on one hand and industry experience mandate in order to attain career development. The time consuming extra schedule of the librarian who must of a necessity manage the library department, leaves the librarian too exhausted to derive pleasure at work on daily basis.

Griffins (1996) see work stress as response to strong stimulus, and suggest the following as some of the cause:

- a Task demands caused by : quick decisions, critical decisions incomplete information for decisions
- b Physical demands caused by : temperature extremes, poorly designed office and threats to health
- c Role demands caused by: role ambiguity, role conflict
- d Interpersonal demands caused by: group pressures, leadership style and conflicting personalities.

Each of these demands are said to result in stress when the worker can no longer muster resistance on the demands but rather yields when overwhelmed. Stress, therefore, arises when the task is overwhelming and stretches the worker to a breaking point. Stress also arise when physical demands from overbearing job environment such as poorly designed offices; poor lighting, poorly heated or cooled offices are in place. In the same vein, when the expected behaviour associated with a position is lacking, interpersonal demand would result from inability to grapple with relationships with senior and junior colleagues.

Williams (2008) reported extensively the Canadian experience of sources of stress as documented by Statistics Canada. In the comparative study of stress sources between 1994 and 2000, the same conditions were said to play prominent stressor roles in two different years. Among identified stressors, a constant variable for stress for all respondents was ‘too many demand hours’, threat of layoff / job loss; poor interpersonal relations and risk of accident were closely identified as sources of stress while adaptation to computer skills bored many who dreaded changes. The same is applicable to greater percentage of librarians. The Canadian experience where majority have opted for self employed jobs where they perceive greater chances of control in their jobs could be likened to other countries of the world such as Southern Nigeria

In an independent study, King and Bachmann (1999) found that the greatest work concerns to Canadians are heavy workloads. This is closely followed by long hours spent at work, and adaptation of new technology especially for older workforce and those in low-skill jobs. While managers worried over long hours, primary workers had safety concern. Lim and Teo (1996) examined gender differences in occupational stress and Coping strategies among information technology (IT) personnel in Singapore and found that female IT personnel reported significantly higher scores on three questionnaire items relating to factors of stress intrinsic to their job. These items are: “rates of pay”; “keeping up with new

techniques, ideas, technology or innovations, or new challenges”; and “too little variety in work”.

2.5 Effects of Job stress among Library Staff

Most human conditions which culminate in a wide variety of psychological, physiological and behavioural or emotional changes arise from stress. Such changes, according to Babalola (2008), manifest in physical and emotional exhaustion involving negative self-concept, negative job attitudes, loss of concern for others or callousness. He also pointed out that long term stress may cause psychosomatic illness or mental breakdown. Stressful lifestyle may give rise to strange feelings while late sleep renders the body incapable of normal life the next day. Babalola (2008) noted that stress contributes to heart disease, high blood pressure, stroke and other illnesses in many individuals. According to him, it affects the immune systems which normally protect people from various diseases. They also contribute to the development of bad habits such as alcoholism, obesity, drug addiction, cigarette addiction and other harmful behaviour.

Eareth, Jennifer and Charles (2000) in a research confirmed that stress triggers physiological responses which lead to adrenaline increases thereby making the heart pump faster and the heart breathing rate faster. These strains of negativity manifest symptoms such as chronic fatigue, headache, change in eating habits, inability to concentrate at anything as well as general irritability. These negative effects do not promote good health and they could be the reason library staff dread their routines. Just as stress varies in types, so its manifestation differs in people. The American Institute of Stress (AIS 2006) extensively researched on stress and identified 50 common signs and symptoms of stress as it affects people including librarians. These are: headaches, dizziness, sighing, anxiety, worry, guilt, nervousness, forgetfulness, confusion, frustration, lies or excuses to cover up poor work – rapid or mumbled speech, weakness, fatigue etc.

Stress leads to a wide range of effects on emotions, mood and behaviour in people which must be taken seriously. As librarians are expected to offer their services with absolute/sincere disposition to their clients, it implies that none of these attitudes should be identified with them. Ironically, Kupersmith (1992) identified several of these symptoms with librarians in the developed world. It becomes imperative through this study to inquire what the situation is with polytechnic librarians in southern Nigeria.

As noted earlier, numerous emotional and physical disorders have been linked with stress. The American Institute of Stress (AIS 2006) stated that auto immune disease like rheumatoid arthritis and multiple sclerosis are effects of different degrees of stress. Furthermore, stress has direct effects on the skin as exemplified in rashes, hives, atopic dermatitis etc. It also leads to insomnia and degenerative neurological disorders like Parkinson's disease. The warning that all these are detrimental and devastating to good and healthy condition must be heeded if people want to live normal lives.

Kupersmith (1992) who devoted much time to the study of technostress, a type of stress arising from individual's adjustment to new technologies in the discharge of daily duties, concluded that reference librarians, the worst hit by techno stress, suffer from irritability, headache, nightmare, and resistance to learning about the computer or outright rejection of the technology. He itemised the effects of techno stress to include: - feeling of isolation and frustration, negative attitudes toward new computer-based sources and systems, indifference to users' computer-related needs such as "its not my job to fix that printer", self-depreciating thoughts or statements about one's ability to cope, an apologetic attitude toward users, a definition of self as "someone who doesn't search". All these he said culminate in performance anxiety and role conflict among library workers.

Stats and Quotes (2000), a compilation of facts and figures about stress in the workplace revealed various stunning and negative stress impact on workers. The range of impact spans

from finance, health, job dissatisfaction, irritability on learning ability to share loss of man hour. In terms of costs, Sautés, Murphy & Hurrell (1990) noted that the total health and productivity cost of job stress to American business is estimated at \$50-\$150 billion annually. Moskal (1994) noted that unscheduled absence by US employees rose by 9% in 1993 and that it cost work organisation as much as \$750 per employee. Greeber (1993) posits that an average depressed worker cost their organisation \$3,000 per year. Perkins (1994) also revealed that insurance claims for stress related industrial accident cost nearly twice as much as non stress related industrial accidents. These facts portray stress as negative and undesirable to humans, especially workers whose condition of service would not have cognisance for its devastation.

In a paper presented on psychological disabilities in the workplace, Cryer (1996) observed that a bud mark 20-year study conducted by the University of London concluded that unmanaged reactions to stress were a more dangerous risk factor for cancer and heart disease than either cigarette smoking or high cholesterol foods. Furthermore, frequent absenteeism at work has been attributed to stressful conditions at work. Absenteeism smolders rather than flame job tempo. To buttress this claim, Heaney and Clemens (1996) conducted a survey in a manufacturing plant on workers role conflict, physical environment stress and overall work stress. They found that work stress had significantly higher physician – excused absences. Secondly, their study revealed that stress was responsible for forty percent job turnover. Lastly, they found that workers with high stress were over two times more likely to be absent 5+ days a year. In the same vein, it was reported in a survey by Moskal (1994) that unscheduled absences by United States (US) employees rose by 9% in 1993, costing work organizations as much as \$750 per employee. Stress also contributed immensely to counterproductive behaviour and irritability at work. In a research on Indian urban and rural workers job stress experience by Harajyoti, Nabanita and Mamoni (2011), it was found that work stress due to unusual posture or improper postural adjustment to the worker results in back pain, headaches,

nervousness, aching muscles, excessive perspiration and depressions. These are the most common forms of physiological trauma the library worker stuck between books suffer. Furthermore, they claim that. Psychological factors that may cause stress are excessive heat, improper furniture (chairs, tables etc.), poor workplace, long work hours or any other type of situation in which individual performs his or her work in unusual situation or in a continuous manner. These, coupled with ill health result in high rate of absenteeism and turnover, industrial low productivity and more accidents.

In all considerations, the work environment has been identified as the major threat to the life and comfort of a worker as disclosed by Clemens (1996). It could be summed up that stress is quite negative and retrogressive in nature. It is a scourge that must be curbed in polytechnic libraries to ensure enhanced productivity, effectiveness and realization of potentials, ambition and goals. Kinman (1998) considering the nature of African work place stress, itemised stress as physical (e.g. exhaustion, high blood pressure), psychological (e.g. depression, anxiety, low self-esteem), cognitive (e.g. absent mindedness, failure of attention and memory) and behavioural (e.g. absenteeism, substance abuse, aggressive behaviour, usage of abusive language, low work output etc). He concluded that in Nigeria, the library and information profession is now becoming a high risk profession as in the United State of America and requires a timely clinical diagnostics.

2.6 Management of job stress among library staff

Job stress has been identified with the librarianship profession. It requires management to ameliorate the scourge and enhance job output. In clear terms, stress must be managed to enhance productivity for the organisations and ensure job satisfaction for the worker. This would in turn guarantee longevity and pleasurable life for the worker. To manage stress, cognisance must be taken of what constitute stressors in order to mobilise antidotes. As earlier established in various literature, issues such as anxiety, fears, work overload, under utilisation

of skill, organisational bureaucracy, insufficient training, lack of exposure, inadequate communication, over supervision etc cause stress to librarians. To manage stress, these causes must be adequately addressed. Nawe (1995) and Kupersmith (1992) have noted that stress is very costly to the individual and the library alike. They observed that stress management styles vary in staff and libraries as different people react to situations differently. Various researchers have given some tips on how stress in work place can be managed. Burns 1980, Billings 1991, Tennet 1991, Caputo 1991, Fisher 1990, Ritch 1991, and Calloghan 1991 have suggested various approaches to stress management, these include:

Relaxation:

Smallwood and Wade (2002) emphasised that relaxation is an antidote for job stress. This has to do with an individual's work style, belief, attitude and psyche. A popular adage says "all work and no play make Jack a dull boy". It is important to show moderation in all life's undertakings. It is essential to observe six hours of sleep a day to allow the body full rest and enhance articulation in reasoning. This results in effectiveness and enhanced output. Similarly, the brain must rest to enable good calculation as it is the computer of the body. The brain must receive rest from routines. An individual must also visualise or idealise peaceful settings in a work place as conceptualised by Melnic (2013) as he listed 12 easy tricks to turn work stress into success. Common exercises like deep breathing, can assist attain suitable body framework to operate in. Whatever forms of relaxation technique the individual chooses, the essence is to ease tension.

Time Management:

It is commonly said that "there is time for everything". Closely linked with relaxation is the issue of proper allotment of time to activities of life. Time must be appropriately apportioned according to issues and events. Individuals must learn to reduce external interruptions and avoid demands that essentially scuttle their proper utilisation of time. Babalola (2008) advised individuals to take a stand against over-scheduling. Over scheduling

implies taking too much per time without recourse to its consequences. It also implies biting more than one can chew per time. In handling time management, Griffins (1996) counsels that daily chores should be listed, grouped into three categories; critical activities that must be performed, optional things that can be delegated or postponed and important activities that should be performed. With this scheduling, one must not work to breaking point. Workers must also make out time for leisure as well as imbibe the habit of visiting family members, as these ease tension and relax the muscles.

Organisations' Wellness Programme

Because work stress is said to be triggered in organisational setting, organisations including library management have to work out relief packages which cost some money. In the opinion of Life Positive (2010) it is a type of emolument for workers to ensure they suffer lower levels of detrimental stress and function more effectively. A wellness programme assists a worker manage stress. A true wellness programme involves a number of activities with different components including simple exercise, classroom activities, dealing with cessation of cigarette smoking, weight reduction and general stress management (Mayo's Clinic, 2013). While some organisations design their wellness package, some subscribe to general ones like joint seminar with local organisations, civil organisation or churches, discounted health club, etc. The overall aim is to ensure employee fitness and positive outcome as noted by (Griffin, 1996). Concerned that the effects of stress no longer need to be ignored in work environment, McShane, and Glinov (2000) suggested a number of strategies to help cushion the effect of stress. They identified stress as work-focused and emotion focused and held that both situations be addressed. Their thinking was that work focused stress could be matched with role clarification, time management, job delegation, search for more information and direct task help, cooperative work strategies and finally departure from work when unbearable. For the emotion focused stress, they suggested strategies such as, reduced perfectionism, increased

social report, increased tolerance of ambiguity, relaxation techniques and health maintenance programmes as has been prescribed by many other stress managers. American Psychological Association (2015) advocates that workers receive some help from friends and trusted family members to counter pressure at work while organisations are encouraged to develop employee assistance programme which include referral to mental health professionals, online information and counselling. In the polytechnic library for instance, role clarification, delegation and cooperative work strategies would give much relief to staff with overcrowded and repetitive job schedules like the cataloguers and front desk officers.

Positive Attitude

I can, is a positive slogan on self over challenges of life. Workers are encouraged to depart from self pity, negativism and complexes that do not promote success. Monologue of self-valuing statements which form a large part of people's mental activity is encouraged. ASA (2015) encourages people to take steps to manage work because even the job they love doing could constitute stressors when series of deadlines confront a worker with limited timeframe. Problems are meant to be surmounted while any uphill task accomplished elevates one's state. Oyedepo (2000) stated that there are no mountains anywhere, as mountains are attributed to ignorance on how to conquer. Librarians must learn to eschew fear, imbibe positive attitude about everything in life. These are wonderful steps to success. Since success begets success, individuals must build confidence in themselves and develop straight psyche to conquer. By so doing the body and mind become relaxed, free from stress and anxiety

Healthy Living, Eating

This might sound low but it is highly contributory to an individual's well being. Healthy eating enables the body to get the right nutrients to function at its best. Most sicknesses occur due to lack of vitamins and other body builders. Eating balanced diets help body frame to

function properly. The body becomes able to withstand pressure exerted on it without imminent breakdown when properly nurtured as inferred by Mayo's Clinic (2013) and Babalola (2008). A healthy mind dwells in a healthy body. Librarians must learn to add fruits, water to their refreshment. It has been said that the best barometer of psychological health is the cultivation of a sense of humor. Laughter is the best medication, so polytechnic librarians must learn to take things easy, listen to soft music while at work, laugh over mistakes and learn to re-do jobs when necessary and establish participatory management style. Olaleye (2002) strongly advocates ease of approach as psycho –social attribute of job stress management.

Setting Realistic Goals

Many issues of life compete for attention and time of everyone including polytechnic library staff. To live healthy and meet demands, the worker must avoid unattainable goals. Unnecessary loads must not be carried. A unique area where the individual would excel and make a mark is worth concentrating effort. Such personal and exclusive territory is worth expending spirited exploration with tangible goals in mind. Energy must not be dissipated in vain. Organisational strategies must be developed to enable adequate management of work-related stress. Certainly, work stress is experienced at work places; the individual gets restive at work and only manifests it at home. It becomes imperative therefore for polytechnic libraries to consider how best to make work places stress free for their staff. Babalola (2008: 8) gives the following as work stress management techniques which are also applicable in polytechnic libraries:

“take a stand against over-scheduling. If you are feeling stressed, consider cutting out an activity or two, opting for just the ones that are most important to you; be realistic. Do not try to be perfect as no one is. And expecting other people to be perfect can add to your stress level too. If you need help on something, ask for it; bet a good night sleep. Getting enough sleep helps keep body and mind in top form, making you better equipped

to deal with any negative stressors; learn to relax. The body's natural attitude to stress is called the relaxation response; your body's natural antidote to stress which creates a sense of well-being and calm' watch what you are thinking; your outlook, attitude and thoughts influence the way you see things; solve the little problems. Learning to solve everyday problems can instill a sense of control; avoiding them leave a feeling of little control which triggers stress.

The forgoing reveals that work stress is manageable. The issue of decision making must be considered. The implication is that library management should restructure administrative style, empower staff, create conducive and enabling environment for realisation of organisational goals without stress.

The American Institute of Stress (AIS 2006) has over the years dedicated their research to the causes of stress, effect as well as its management. However, they have not found any prescribed 'bullet' to deal with stress in the work place.

Many have observed that the effect of job stress is so costly on the health of people that adequate steps must be taken in the management of the scourge. American Institute of Stress (AIS 2006) declared that job stress has been associated with increased rates of heart attack, hypertension and other disorders. To curb these it suggests job stress management techniques like getting enough sleep, proper diet, avoiding excess caffeine and other stimulants and taking time out to relax. Faith in the procedure of the therapist is also essential while some body works, and postural techniques such as acupuncture, acupressure, biofeedback and other body work and postural techniques have been widely acclaimed as stress management tips. The American Institute of Stress (AIS) have professed stress as an unavoidable consequence of life, emphasising that only its management would make individuals cope with it. In various researches it has been found that people device their own coping methods. For example, some people find solace in listening to music, hobbies, volunteer work, laughter, playing with pets,

taking short breaks or shopping which helps them relax. Others find relief in aroma therapy, nutritional supplements, advantageous or sitting on pyramids (American Institute of Stress (AIS 2006). Also a variety of crania electromagnetic stimulation devices are said to be effective and safe for anxiety, insomnia and drug resistant depression. Emotional support from groups, family or friends is a powerful stress antidote.

Kupersmith (1992) also suggested some measures to be built into organisations characters to ensure workers' protection against stress in places of work. This applies especially to organisations that use technologies to give service like the libraries. These measures include:

Belief in one Another: This ideology fosters team spirit application where each person's output compliment the other. Among the workforce no one claims extreme superiority but together they achieve their goals. Each person is made to man the beat where mastery of given equipments or technologies for work is stationed. By such application too they sharpen each other's skills while avoiding boredom and complexes which give rise to stress. In the setting of the polytechnic library, this implies that the acquisition librarian, appreciates the reference librarian while they complement each other at work (Manic, 2013)

Fostering Cooperation:

Some managers are experts in their areas of specialisation. To reduce technophobia in newly employed staff, they should be involved in planning for new technologies and services to foster a sense of relevance and pragmatic output (Sandiego, 2015).

Organise and Filter the Information Barrage: In a library setting for instance, it may pay off to organise multiple fora featuring guest speakers, demonstrations or discussions of services. By this practice, dreaded areas of operation where individuals pine in loneliness would receive tinkering. This could reduce fears and make goals attainable by all with greater ease (Babalola, 2011).

Provide Opportunities for Hands-on Practice: This technique recognises that a brief acclimatisation can result in enhanced results. For instance, while help from database producers is essential for starting, it must be institutionalised that effective learning requires ongoing hands-on practice (Twenge, 2002).

Simplify the Technologies: It has been noted that librarians dread technologies hence they complain that the processes are cumbersome. Conscious efforts should be made to simplify applicable technologies while effort by vendors to adopt the NISO command language may help to simplify procedures. Online coordinators may also simplify local interface for searchers. The aim indeed is to change from emergent technologies to routines (Obuh, 2013).

Lower the Anxiety Threshold: In this method, it is suggested that library searches which involve much technicality be simplified to reduce the time and cost to an information seeker. Cost reduction encourages searchers to remain on the search. By longer time on such technology, mastery is achieved and anxiety reduced (Harajyoti, 2011).

Set Priorities: Melnic (2013) emphasised priority setting as a panacea for job stress. This panacea works mainly in library situation with a static and decreasing staff strength and budget. Priority setting by individuals at departmental levels is necessary. This involves delineation of jobs which in turn specifies the level of service to be assigned to various user groups. It can also be referred to as the “library service priority programme”, for example; one would ask, “Does CD-ROM terminal have priority of staff time over print bibliographic search”? When appropriate time is assigned other than “we do it all attitudes”. It is a fine way of easing congestion in schedules and reducing tension. It calls for scheduling of services especially with the application of new technologies else the reach will outpace the grasps of staff abilities. American Institute of Stress (AIS 2006) noted that the key to reducing job stress is to prevent it by getting enough sleep, proper diet and avoiding excess caffeine and other stimulants. It also implies taking time to relax since it reduces feelings of helplessness. Oberg (1992) and

Thapisa (1991) opined that what contribute to the satisfaction of junior library workers at work were respect, trust, collegiality, just compensation and a future- a career and not just a job as the professionals are interested in getting same treatment from their higher authorities. These concerns had caused stress over the years. Whatever method that offsets negativism must be considered an antidote for stress. Fogoros (2006) dismissing the case of stress avoidance stated that nobody can avoid all stressors without completely dropping out of society or becoming a monk adding that what is needed is the management of stressors in each person and work environment. Stress can be managed because as stated by Martin (2008) virtually every library job is somewhat stressful. By identifying and effectively managing your work place stress, one can reduce its negative effect and enjoy a healthier life. National Institute for Occupational Safety and Health (NIOSH 2008) however warns that stress management has two major disadvantages. Firstly, it maintained that stress effects are often short line. They often ignore important root causes of stress because they focus on the worker and not the environment. Secondly, the root causes of stress are often ignored as they focus on the worker instead of the environment. National Institute for Occupational Safety and Health (NIOSH) recommends an approach that focuses on working conditions as a most direct way of reducing stress at work. It is also argued that emphasis on work condition has the capacity of evolving changes in work routine or production schedules in an organisational structure and hence a combination of organisational changes and stress management is often considered the most useful approach for preventing stress in the library.

Map (2009) suggests that workers watch closely what irritates them at work and possibly change to what motivates them. Stress at work (2008) packaged survival sutras for workers in aid of stress relief. It suggests that to reduce stress, workers should avoid giving in to alcohol, smoking and other substance abuse while under pressure. Stress At Work (2008) warned workers to be some wary of fears, anger, revenge of attitude. Instead, holistic

relaxation and developmental techniques as meditation, deep breathing, and exercise to remodel life style were suggested ways to manage stress. Corroborating the idea, Sandigo(2015)reckons that anger destroys peace and should never earn the consideration of the worker, rather advocates that the worker should imbibe peace and patience as it is impossible to satisfy all life's demand. The habit of consulting health professionals, imbibing attitudinal changes and physical, emotional and financial healing were all recommended outlets from stressful conditions. Above all, enrolment in meditation or yoga classes to ensure group spiritual practices such as gyms, aerobics sports clubing are practicable escapes from stress.

Much as universal techniques for stress management appear elusive, National Institute for Occupational Safety and Health (NIOSH 2006:4) came out with guidelines for stress management in organisations like libraries. These include:

“Ensuring that the workload is in line with worker's capabilities and resources; Designing jobs to provide meaning, stimulation, and opportunities for workers to use their skills; Clearly defining workers' role and responsibilities; Giving workers opportunities to participate in decisions and actions affecting their jobs; Improving communications and reducing uncertainty about career development and future employment prospects; Providing opportunities for social interaction among workers; Establishing work schedules that is compatible with demands and responsibilities outside the job”

In all, organisations, Institutions and Employers of labour have a primary assignment of creating awareness of the existence and the devastating effect of job stress in workers. Consequently, the onus is on such Employers to generate stress management policy as a work tool or guide for the generality of the workforce. Only at such point would any management such as the Polytechnic management ensure workers maximum output as well as pleasurable wok life for the workers.

Some studies also suggest that men and women differ in their coping strategies when dealing with stressful situations. McDonald and Korabik (1991) found that male managers responded to coping strategies which can be categorised as avoidance/withdrawal”, while female managers reported that they were more likely to talk to others and seek **social support than male managers. Similarly, Burke and Belcourt (1994) found that women tended to discuss problems with their friends and family more often than men. On the other hand, men tended to cope with stress by changing to an engrossing non work activity. Davidson & Cooper (1983) found that women managers tended to “talk to someone they knew” as a method of dealing with stress more often than male managers. Further empirical support for gender differences in coping strategies was found by Folkman and Lazarus (1980) and Gender, Work Stress and Health (GWASH 2002). They noted that as workers encounter stressful situations, men tended to engage in problem-focused coping strategy more often than women.

2.7 Gender, Age and Stress among Library Staff

Job related stress is said to be relative to workers irrespective of gender, age, profession and status. However, Kuther (2002) discovered that stress is more endemic and worrisome to the female folk of any career or profession than the male folk. Continuing, he asserted that while men are more likely to suffer serious chronic illnesses as heart disease and hypertension as a result of work stress, women tend to suffer from a much wider variety of psychological and physiological complaints. Life Positive (2010) deposed that Women, these days, have a lot of balancing to do between home and workplace, including balancing between social and personal requirements. To that effect, the issues of maternity, menopause, parenthood, gender roles, conditions at home and workplace, familial and social support, often blight women`s lives in the long run

Gender, Work Stress and Health (GWSH 2002) revealed that women face discrimination in recruitment, selection and promotion effort, while they receive fewer

professional development opportunities like mentoring and networking. In addition, the same publication asserted that the academia favored men all because their wives nurtured their careers, raised their children and manage their homes. This divided nature of the woman's role in motherhood and worker status tend to increase the level of work stress in women more than in men. In the same vein, Ajala (2011) found that the female staff of the University of Ibadan library complained that they experienced greater stress because of motherhood and female roles at home. Corroborating this idea, Archibong, Bassey and Effiom (2010) in a study to ascertain if academic staff of universities differed in perceived stress level by gender, confirmed a difference in stress level between male and female. They attributed the high level stress in female academic staff to the interface between the official workload of female academic staff and the management of their homes. Furthermore the position was attributed to African cultural value orientation which makes women prone to domestic stress emanating from house chores. Kossek and Lambert (2007) posited that the increasing role of women in their dual income earning capacity in the workforce pose challenges to female employees in the family and work domains. Such challenges when not attended to, subject them to conflicts from either the work or family front resulting in work stress as stated by Akerele, Osamwonyi and Amah (2007)

Gardiner and Tiggerman (2010) shed more light on this issue as their study confirmed an assertion that many writers suggested that women experience extreme pressure which in turn impacts on their mental health when they work in male dominated industry. Their study sought to ascertain the impact of male-or female dominated industry on the leadership style. While no stress was recorded in an equal level male and female work environ in a ratio of 60 male and 60 female managers, women reported more pressure from their jobs than men in a male dominated industry culminating in discrimination, and resulting in stress.

Summarising the issues that heighten the woman's stress level, Gender, Work Stress and Health (GWASH 2002) branded them as glass ceiling, workload and overload, maternal wall, tokenism, inappropriate behaviour (discrimination) and sexual harassment. Put together, they constitute stressors and give rise to increased susceptibility to several kinds of distress including burnout, lower level of perceived well-being and poor satisfaction with job and life.

Kuther (2002) identified the psychological and psycho physical symptoms in response to job stress in women to include headache, insomnia, muscle tension, anxiety, hostility, dizziness, nausea, pounding heart, lack of motivation and various acute/chronic illnesses. The conditions listed above are also said to be associated with parent-child conflict meaning that beyond the mothers' susceptibility, the children are prone to same. Unarguably, women have had to face sexual harassment which degenerates into phobia whenever the thought of a work place comes to mind. This singular act of degradation is scarcely ever associated with men but peculiar to females because of their biological endowment. Societal abuse of womanhood has turned such blessing to a curse. Life Positive (2010) noted that "women suffer from tremendous stress such as hostile work environment, harassment defined in legal terms as offensive physical conduct". The issue as stated is a constant source of concern to women especially those who must engage in outdoor or paid employment to earn a living.

The consequences of job stress are undesirable to library staff. It is imperative therefore to devote time and attention to this scourge which can affect library services to the user community negatively. In a work and family conflict survey carried out by Markle (2004) to determine the expectation and preparedness of young college women in the management of work-family conflict, she found that though young women of today anticipate involvement both in career and family, they have little or no plan before commencement. The result is a clash of the role expectation and eventual increase in stress. Conditions such as this result in depression, limited enthusiasm and dissatisfaction about feminine life style and even work life.

Though every living being is susceptible to stress, Kutler (2004) has analyzed in-depth, how Stress has chronically grown in females as observed in her study. The study also describes how and why females are affected with various stressors in work life than men. According to her, women in the academia experience more chronic stress than men. Considering the role – conflicts in the workload and overload of women in the academia, she maintained that the oversized academic jobs were created at the time men dominated such roles. She noted further that despite the infiltrations of women in the said academic roles and passage of time, the work schedule has not changed. The result is the conflicting roles.....professional, mommy, house worker while the workload becomes more burdensome with the arrival of each child. The study also revealed that the academia has tripartite demand of teaching, research and service but while campus time takes the last two, research and writing is left for evenings and weekends, a time the female workers utilise to keep up their homes and raise their families. This leaves the women with the choice of struggling with the two or neglecting their jobs. The same limitations influence the promotion and tenure appointments in the academia for women. Appointments to chair, deanship and high profile committees become rare to females as their commitment to jobs for such qualifications is difficult, thus increasing their stress status. Interestingly, the librarian's position in research libraries including polytechnic libraries is academic. The same publication output is required of the librarian and his teaching contemporary for carrier progression and promotion. In all spheres of life women have been proven to be more stressed than the males even professionally. That was given credence in a research conducted to determine male and female stress level variance in an IT environment by Ahuja and Traught (2002). The reason adduced for that was that naturally women see themselves in situations where men take the lead in decision. This attitude which is human complex based is more prevalent in the developing world like Nigeria though being redefined with advancement in civilisation

In another development, Reux (2002) in an Ergonomics report stated that age, gender and neuroticism are not predictors of work related stress. He maintains that workers who are not mentally tough or resilient, may allow past or present and future events bother them such that they become more at risk of developing job related stress. In a comparative study of stress level among male and female academic staff Ofoegbu and Nwadiani (2006), Abouserie (1996) found no difference. Liu and Zhi (2009) however found that female academic staff experience less stress than their counterpart in a similar study. Much as the debate continues on what gender attracts higher job stress, Ravichandram and Rajandram(2007) in their study on sources of stress among teachers far away in Malaysia found that females were worse hit by job stress

Though work related stress is no respecter of gender, this study seeks among others, to find out if job stress affects females differently from male polytechnic library staff. Karasek (1979) in a job strain model found that work related stress results when high job demand and low decision latitude exceed workers' coping resources which lead to lower precepts of self efficacy. Research by Piltch, Magione and Jennings (1994) suggest that personal attributes as gender influences work stress. They claim that while some studies found that women experience overall greater amount of work stress, other researchers argue that different work factors account for gender-related stress. With the conflicting reports, it is still not certain whether the stress encountered by females is biologically prone or work factor related. Such conflict may be due to concentration of physically determined gender other than gender role identity.

Geller and Hobefall (1994); Green glass (1995) commented on a research conducted in 1970 to determine whether gender role identity rather than physical gender issues caused more stress to females. The research was validated by the fact that female societal roles were discovered to suffer low pay, low status, and low prestige to the extent of depression. Ironically, the study found that the inclusion of females in stress matters was recent. This

finding confirms the low status attributed to female folk in general. This low ego concept can distress female librarians to the extent of not realising full potentials. General opinion however appear to support the view that the admixture of the traditionally assigned roles to females such as house keep, family responsibility and child birth with paid employment make the females more prone to stress. The condition of work and family life is therefore chiefly attributable to female gender stress. The Northwestern National Life Insurance Company (NNLIC, 1992:11) corroborates the statement even as it stated that other factors added to family responsibilities make women more susceptible to work-related stress .These factors include:

“Lower levels of controls in their jobs since a great majority of women still tend to occupy less senior positions than men.

The high proportion of women who work in dangerous and menial employments.

The proliferation of women in high –stress occupations, such as nursing, teaching, work with visual display units (VDU)

The prejudice and disenfranchisement suffered by many women who are in more senior positions ,such as Managerial jobs as a result of organisational and corporate policy and from their colleagues at work”.

The combinations of these experiences heighten the propensity for stress, and various body disorders among women. In the United States of America, a survey was conducted over a sampled population of 1300 full time working women to determine what mostly caused stress to women. The survey was also to find the category of women worst hit by job stress as reported by Northwestern National Life Insurance Company (NNLIC 1992). Among the variables tested were less pay to women and a lack of organisational policy for family issues. The survey concluded that low paid single women with children, were most affected by job stress while such single women constituted 50% of the sampled population. Married women with children came next with 30% population of the study. The survey concluded that gender

job stress was prevalent among women who combined work and family. Similarly, female librarians who have full family chores and responsibility would be more stressed than single female librarians without family. From the foregoing, it would appear that in terms of gender, the female library staff have greater pressure which culminate in job stress. Similarly, Safe work (2000) observed that several factors conspire to magnify the impact of stress on women in work setting. Prominent among these factors is the dominant role women still play in the provision of family care. It is well established that the total workload of women who are employed full-time is higher than that of full-time male workers; particularly where they also have to grapple with family responsibilities.

Narrating her experience, Kuther (2002) emphasised that women in the academia suffer more health problems than men, perhaps because of stress. Though she confessed it was not based on any statistical evidence, she pointed out that as a faculty member, her friends and colleagues suffered from a variety of acute chronic conditions ranging from allergies, chronic colds to cancer, neck and back problems, strange rashes. All these were based on her observation and her association with her colleagues in the faculty.

Bunge (1987) surveyed 800 librarians from all types of libraries in Minnesota; United States of America to determine what stresses librarians. Among the external factors, he identified issues such as torrent of new technologies from search engines to cell phones, text messaging and digital objects etc. He emphasised however that though external factors may be leading causes, there were many intrinsic causes also. The intrinsic factors for the female librarians the author believes are not too far from the physical and psychological drain women experience as a result of their educational and emotional care on their children. Furthermore, he described as “exacerbating various professional isolations endemic in librarianship” among which gender isolation was highlighted. It was argued that these isolations deprive librarians

of attaining life goals as they get 'stuck' and are hindered from career growth and development as librarians. Concluding, he said this is detrimental to library users.

Gender stress issues cannot be dismissed with a wave of the hand in librarianship. Since librarianship practice is the same all over the world, it follows that female librarians in polytechnics in southern Nigeria could be experiencing same depressions as their counterparts elsewhere in the world. Cultural affiliations depict that the female library staff may be more pressured than male counterparts especially in most polytechnic libraries in African/Nigerian settings. In recent times, mothers have had to dabble into supportive roles in child upbringing other than that of being helpmates to their spouses. As concord by Gender, Work Stress, and Health (GWSH 2008) work stress is associated with child conflict which implies that beyond work, children also inflict pain on mothers in the course of combining work and child rearing. Advancing reasons for greater stress experienced by women, job overload features prominently among women who nurture the career of spouses, raise children and manager their homes. They also suffer career limitations after childbirth and are prone to sexual harassment as it is alleged that people make passes at them against their wish. These, as described by Gender, Work Stress, and Health (GWSH 2008) could lead to psychological and physical trauma.

On the male gender, Yandrick and Freeman (1996) asserted that men with demanding jobs which allow little control have three times the risk of hypertension as company workers whereas men with demanding jobs with control show no ill effect. This clearly implies that workers require involvement in policy formulation as well as execution. In this wise, the polytechnic library worker who involves in job scheduling is better able to mobilise others on job output. Additionally, Yandrick and Freeman (1996) noted that American women with heavy workloads and little control are three times more likely to develop coronary heart disease than women with the same work load but have more control over their job. It could therefore be seen that lack of control of work schedule gives rise to dissatisfaction, disillusionment and

depression which affects the worker negatively. Interestingly, literature has revealed that females are better able to manage stressful conditions than their male counterparts as suggested in a study of Psychological Review (2000) which compared coping status of a couple subjected to the same stressful conditions, simultaneously. According to the report, females cope better as they apply “tendering’ and ‘befriending’ strategies in nurturing those around them and reaching out to others whereas men apply ‘fight’ attitude to stress. In all, there is no one-size-fit all way for employers to deal with work stress, such as obtains in library situation. A combination of a variety of initiatives is said to be simpler and less expensive than dealing with extreme stress when it arises.

Age has also been identified as a key player in stress problems of workers. A major problem in age related stress issues arises from the challenge of adaptability to new technologies, the instruments of execution of most jobs of the present century. New technologies which have eased communication and enabled growth of firms and industries have become source of phobia to older workers, due to the rapid changes that occur in technological development. Canadian General Social Survey (2000) stated that young people are privileged to grow with the computer at home and school therefore comfortable with manipulation of buttons whereas workers of 50 years of age and above dread such changes.

The survey by Statistics Canada (2001) to determine sources of workplace stress by occupation showed that 16% of workers of 45 years age bracket and above, felt that having to learn computer skills was a source of stress, compared with only 8% of those aged 15 and 24 respectively. In the same survey, it was revealed that older counterparts at work complain more of too many hours or too many demands as a source of stress in their work environment than their younger colleagues. It is not surprising as younger people who constitute new entrants at work are likely to have less conflicting demands at work and family levels.

In a work stress and job performance study by Karasek (1979) many variables were put to test and determine what constitutes job stress to different categories of workers. Under the age difference column, it was observed that: Those aged 40-45 years were most likely to perceive their work as stressful. Further inquiry revealed that half of the study group who constituted young workers reported positive stress, but not at the level of their core aged counterparts. The reason was simply because according to the study, the younger ones felt that their current jobs might not be their long-term careers. All that the study portrays is that older workers who had to stick to their jobs until retirement dreaded the rigor and repetitiveness of the job they must stick to without possible chances of change. This physiological feeling is said to result in significant stress among older work force.

The European Agency for Safety and Health at Work (EASHW 2008) observed that dwindling strength associated with old age or ageing process gives concern to the elderly in job situations. Further observation revealed that the youth exercise more vigor while they are more apt to exploit situations and issues with great dexterity. Among five main psychosocial risks of job stress, European Agency for Safety and Health at Work (EASHW 2008) noted that ageing syndrome ranked first. The report further emphasized that aging workers become more vulnerable to poor working performance. Their strength dwindles even as failure to provide them with lifelong learning opportunities increased their emotional and mental breakdown. To enhance the job output of the elderly therefore it is suggested that their general working condition and environment be improved. Of a truth, the polytechnic librarians who trained in the 80s would have their output improved if conscious effort is made by their institutions` to have them retrained. In the same vein, a Canadian Community Health Survey (2007) conducted in respect of job stress among health workers showed among other things, that age was a major factor for stress. The survey revealed that health care providers aged 35 and 54 reported high work stress, the highest among age groups, it confirmed. In comparism, the proportion was

lower at 41% among those aged 55 to 75 and 31% among those younger than 25 years of age. These crops of health workers and workers in the care industry like librarianship suffer the same fate as they must continually attempt to satisfy others even at the detriment of their welfare. Similarly, librarians who are enmeshed in sometimes undefined repetitive tasks of supplying information, managing information materials and grappling with new technologies to remain relevant in their endeavors, suffer work related stress.

2.8 Appraisal of the Literature Reviewed

The study reviewed literature on the causes and management of job stress among library staff. Most of the literature reviewed identified multiple roles by staff, adaptation to new technologies, non-conducive work environment, work overload, limited funding, overbearing superiors and non-participation in decision making, career development subjection as the major causes of job related stress. The literature also established that emotional, psychological and physiological devastation which culminates in job displeasure are the major effects of job related stress on workers. The consequence of this on individual library worker is expressed in job disillusionment, dissatisfaction, anxiety, absenteeism, truancy and ill-health.

The literature revealed a disparity in the consequence of job related stress along gender lines with a higher devastation on female workers as compared to their male counterpart. This position was hinged on the high domestic responsibility placed on the female workers at home. Similarly, the literature reported that the effect of job related stress is more on elderly workers who are not very skilled in the use of modern technology as compared to the younger workforce. Also, the literature showed that junior library workforce are the most stressed in their job as a result of poor motivation, overbearing superiors, lack of training etc. The literature revealed varied techniques and styles of managing job stress. Prominent among the techniques are breaking down jobs to manageable bits, job delegation, proper information on the job, resorting to leisure, setting realistic goals and socialising.

In general, over the years, various studies have explored the causes and management of job related stress by focusing on at least one or more elements on the causes and managing of job related stress but none has been done to the knowledge of the researcher involving library staff in polytechnics especially in Southern Nigeria. It is this perceived gap in the literature that the study is expected to fill.

CHAPTER THREE

RESEARCH METHODS AND PROCEDURES

3.1 Introduction

This chapter focuses on the methods and procedures used in the research. The following are the sub-headings covered in the chapter.

- 3.2 Research Design
- 3.3 Population of the Study
- 3.4 Sample and Sampling Techniques
- 3.5 Research Instruments
- 3.6 Validation of Instruments
- 3.7 Reliability of the Instruments
- 3.8 Administration of the Instrument
- 3.9 Data Analysis Techniques

3.2 Research Design

The descriptive survey design was adopted for this study. This design was adopted because it would enable the researcher to explore the current status of the the causes, effects and management techniques of job related stress among staff of polytechnic libraries in Southern Nigeria and did not involve manipulation of variables.

3.3 Population of the Study

The population of the study consisted of 452 respondents comprising 113 librarians, (58) paraprofessionals and (279) support staff (library attendants, assistants) working in the federal and state owned polytechnic libraries in the seventeen states that make up Southern Nigeria as shown in Table 3.1.

Table 3.1: Population of the Study

No	Polytechnic Library	State	Librarians	Para professionals	Library assistants/ Library attendants	Total
1.	Akwa Ibom State Polytechnic Library, Ikot-Ororua	Akwa Ibom	4	1	17	22

2.	Delta State Polytechnic Library, Oghara	Delta	9	1	19	29
3.	Delta State Polytechnic Library, Ogwashi-Uku	Delta	7	2	20	29
4.	Delta State Polytechnic Library, Ozoro	Delta	5	1	15	21
5.	Federal Polytechnic Library, Auchi	Edo	9	7	26	42
6.	Rivers State Polytechnic Library, Bori	Rivers	6	2	9	17
7.	Akanu Ibiam Federal Polytechnic, Unwana-Afikpo	Ebonyi	5	2	9	16
8.	Federal Polytechnic, Ado-Ekiti.	Ekiti	4	2	11	17
9.	Federal Polytechnic, Ede	Osun	5	1	13	19
10.	Federal Polytechnic, Ilaro	Ogun	5	2	10	17
11.	Federal Polytechnic, Nekede	Imo	4	2	11	17
12.	Federal Polytechnic, Oko	Anambra	5	3	12	20
13.	Yaba College of Technology, Yaba	Lagos	10	5	14	29
14.	Federal Polytechnic, Ekowe	Bayelsa	3	1	9	13
15.	Abia State Polytechnic, Aba	Abia	2	2	10	14
16.	Imo State Polytechnic, Umuagwo	Imo	3	2	9	14
17.	Lagos State Polytechnic, Ikorodu.	Lagos	5	4	13	22
18.	Moshood Abiola Polytechnic, Abeokuta	Ogun	3	3	13	19
19.	Osun State Polytechnic, Iree	Osun	4	3	12	19
20.	Rufus Giwa Polytechnic, Owo	Ondo	4	3	10	17
21.	The Polytechnic, Ibadan	Oyo	9	6	18	33
22.	The Polytechnic, Ijebu Igbo	Ogun	3	3	11	17
	Total		113	58	281	452

Source: Library staff records obtained from the various heads of libraries

3.4 Sample and Sampling Technique

The census sampling technique was employed for the study hence, the entire population of 452 library staff was used as sample since the size is relatively small and manageable. Israel (2003) states that the entire population (census) should be used as sample if it is small to

achieve desired precision; that census eliminates sampling error and provides data on all the individuals in the population.

3.5 Research Instrument

The instrument employed for data collection was the questionnaire entitled “Library Staff Job Stress Questionnaire (LSJSQ)”. The questionnaire is especially for educated community and it ensures anonymity of response, which would encourage good response rate. The questionnaire was designed by the researcher and used for the study. The questionnaire is made up of four sections. Section 1 is on the bio data of the respondents which includes their names (optional), gender, age range and category of staff they belong. Section II seeks data on the plausible causes of job stress to library workers. Section III was devoted to effects of job stress which implies reactions as well as feelings the workers experience while under stress. Section IV captures the various techniques, methods and management styles the individual and various categories of staff adopt to cope with stress emanating from job conditions.

The section II, III and IV of the questionnaire comprised 47 items designed along the four point Likert type four point scale for strongly agree, agree, disagree and strongly disagree on the causes and effect of job related stress. Section IV indicated items for managing stressful conditions at work (please see appendix I)

3.6 Validity of the Instrument

Extensive literature review was done so as to include relevant items in the instrument which was constructed by the researcher. The questionnaire was then submitted to the thesis supervisor and some researchers in the Department of Library and Information Science of the Delta State University, Abraka to carefully perfect the face, construct and content validity before its adoption. Ofor (1994) stated that to validate the content of a work, the item validity,

sample validity and construct of the items are considered. All the corrections and observations made were subsequently effected before the instrument was administered to the respondents.

3.7 Reliability of the Instrument

A total of 30 copies of the questionnaire were administered and retrieved from the library staff of Federal Polytechnic, Nasarawa, Nasarawa state and used for the reliability test. In order to determine the reliability of the instrument, the split half method was employed. The data generated were analyzed using Pearson Product Moment Correlation Coefficient, which yielded an r of 0.66 which was considered adequate. A detailed computation of the reliability test is presented in Appendix II.

3.8 Method of Data Collection

Copies of the questionnaire were administered to the librarians, library officers, library assistants, library attendants of the various polytechnic libraries studied. This was done with the help of five trained research assistants in order to ensure high response rate.

3.9 Method of Data Analysis

Frequency counts, percentages, mean were used to analyze data for the research questions while z -test was used to analyze hypotheses I, IV, and VII that were intended to find out if there is significant difference in the causes, effect and techniques for managing job stress by staff of polytechnic libraries in terms of gender. Z-test was used to analyze these hypotheses because they involve dichotomous variable (gender). According to Pallant (2005) z -test is most suitable in analysis involving dichotomous variables. ANOVA was used to analyse hypothesis II, III, V, VI, VIII and IX that were used to find out if there were significant differences in the causes, effect and techniques for managing job stress by staff of polytechnic libraries in terms of age and rank. According to Pallant (2005) ANOVA is most suitable in analysis involving three or more independent groups. All the analyses were done at 0.05 level of significance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the study. It is in line with the research questions and hypotheses using the inputs from the analyzed data gathered from the research questionnaire administered to the respondents. The data collected were subjected to both descriptive and inferential statistics involving frequency counts, percentages, Mean score (\bar{X}) at 3.0 bench mark for the research questions while z -test and analysis of variance (ANOVA) were used to test the hypotheses at ± 0.05 level of significance.

Table 4.1 Questionnaire Response Rate

Institution	Numbers of Administered Questionnaire	Numbers of Returned Questionnaire
Akwa Ibom State Polytechnic Library, Ikot-Osorua	22	16
Delta State Polytechnic Library, Oghara	29	26
Delta State Polytechnic Library, Ogwashi-Uku	29	26
Delta State Polytechnic Library, Ozoro	21	18
Federal Polytechnic Library, Auchi	42	37
Rivers State Polytechnic Library, Bori	17	14
Akanu Ibiam Federal Polytechnic, Unwana-Afikpo	16	14
Federal Polytechnic, Ado-Ekiti.	17	14
Federal Polytechnic, Ede	19	16
Federal Polytechnic, Ilaro	17	14
Federal Polytechnic, Nekede	17	13
Federal Polytechnic, OkO	20	16
Yaba College of Technology, Yaba	29	23

Federal Polytechnic, Ekowe	13	10
Abia State Polytechnic, Aba	14	12
Imo State Polytechnic, Umuagwo	14	10
Lagos State Polytechnic, Ikorodu.	22	14
Moshood Abiola Polytechnic, Abeokuta	19	14
Osun State Polytechnic, Iree	19	14
Rufus Giwa Polytechnic, Owo	17	13
The Polytechnic, Ibadan	33	23
The Polytechnic, Ijebu Igbo	17	14
Total	452	371

Table 4.1 shows the response rate. A total number of 452 copies of the questionnaire were administered to all the staff of polytechnic libraries in Southern Nigeria while 371 copies were returned representing (82.1%) response rate. According to Baxter and Babbie (2004), a 50 percent response rate is considered adequate for analysis and reporting. Based on this, the 82.1 percent response rate for the current study was deemed adequate and as such was used for analysis.

Figure 4.1 shows the gender distribution of the respondents.

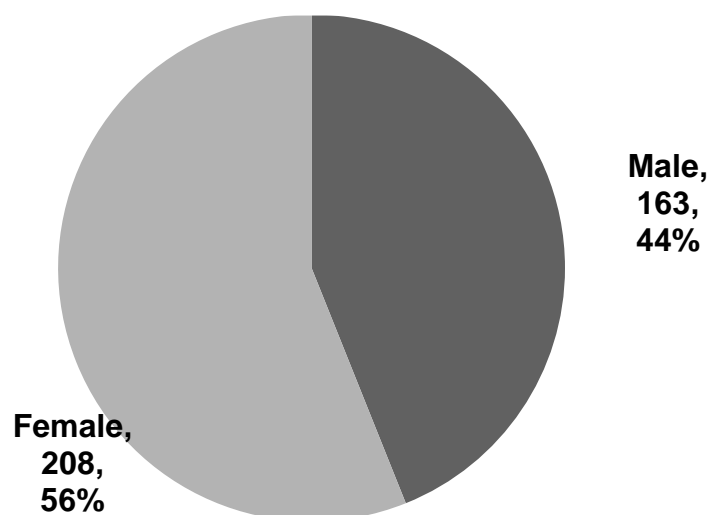


Figure 4.1 Pie-Chart of Gender Distribution of the Respondents

Figure 4.1 shows the pie-chart of gender distribution of the respondents. A total of 163 (44.0%) male and 208 (56.0%) females participated in the study. The number of female staff

who participated in the study was more than the male staff. This is a reflection of the difference in gender population among polytechnic librarians in Southern Nigeria.

The pie-chart showing the age distribution of the respondents is as illustrated in Figure 4.2.

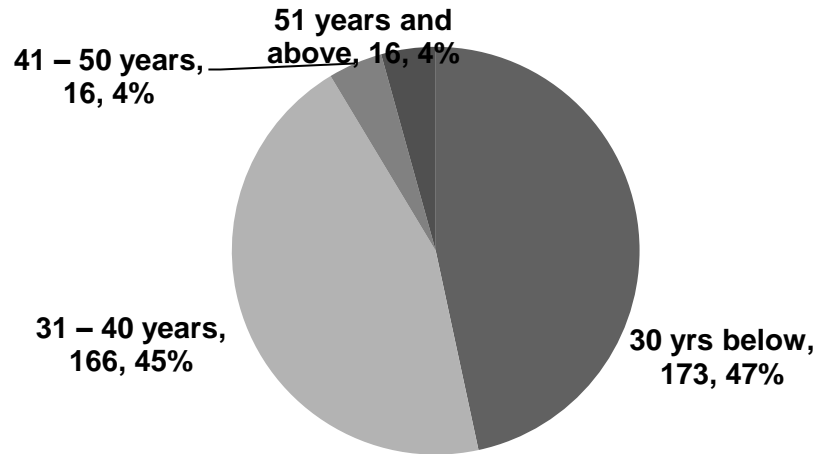


Figure 4.2 Pie-Chart of Age Distribution of the Respondents

Figure 4.2 shows the pie-chart of age distribution of the respondents. It is very obvious from the study that a majority of the respondents 173 (47.0%) are within the age range of 30 years and below. This is followed by 31 – 40 yrs 166 (45.0%), while 41 -50 years and 51 years and above came last with 16 (4.0%) respectively. This study reveals that majority of the respondents are young people within the age bracket of below 30 and up to 40 years. The predominant youthful workforce implies that care must be taken to prepare younger library workers about the stress factor inherent in the practice of the librarianship profession to enable them cope better and enjoy work life.

The pie-chart distribution of library staff by categories is shown in figure 4.3

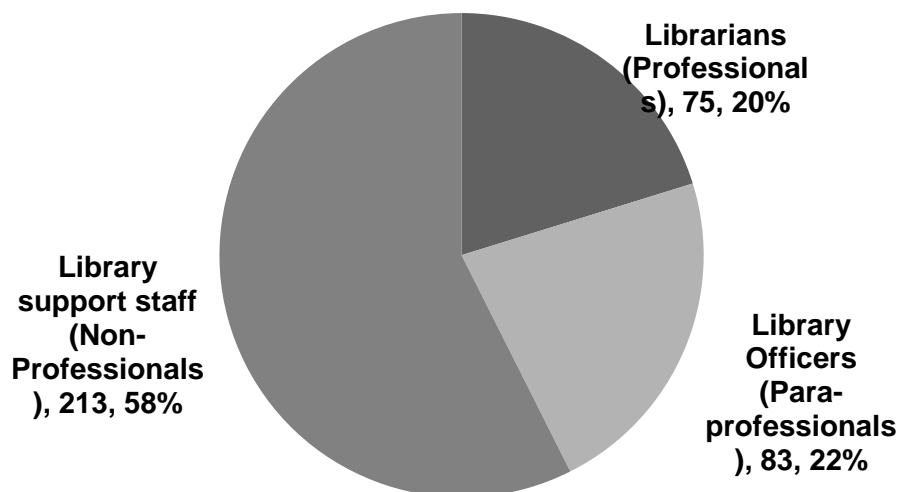


Figure 4.3 Pie-Chart Distributions of Library Staff by their Categories

The pie-chart distribution of library staff by their categories as shown in Figure 4.3 revealed that non-professional staff is in the majority which implies they must be exposed to the tenets of library ethics for best practices alongside the professional colleagues.

4.2 Findings from the Research Questions

Research Question One: What are the factors related to causes of job stress experienced by library staff in the polytechnic libraries in Southern Nigeria by Gender?

The result of the analysis is presented in Table 4.2.

Table 4.2 Causes of job stress experienced by librarians of both sexes

Causes	Gender	X
Non-conducive working environment	Male	3.3
	Female	3.4
Working hours	Male	2.9
	Female	2.7
Inability to meet deadline	Male	2.7
	Female	2.4
Change in rules/procedures	Male	2.5
	Female	2.5
Increased work load/long working hours	Male	3.7
	Female	3.3
Office politics	Male	2.6
	Female	2.9
Co-workers	Male	2.4
	Female	2.1
Clients needs/demands	Male	2.5
	Female	2.2
Job rotation	Male	2.3

	Female	2.4
Pension scheme	Male	2.1
	Female	2.2
Introduction/use of new technology	Male	3.5
	Female	3.9
Work tools e.g cataloguing tools	Male	2.3
	Female	2.3
Insufficient funds to meet personal needs	Male	3.8
	Female	3.8
Multiple roles in the institution	Male	2.9
	Female	2.1
Lack of organisational motivation	Male	2.1
	Female	2.0
Membership of many committees	Male	2.2
	Female	2.0
Lack of training/continuing professional education opportunities	Male	2.7
	Female	2.4
Lack of promotion/advancement opportunities and promotion requirements	Male	2.3
	Female	2.2
Lack of appreciation/understanding for work done	Male	2.6
	Female	2.8
Funding problems	Male	2.7
	Female	2.5
Sexual harassment	Male	1.4
	Female	2.7

Criterion mean =3.0

Table 4.2 revealed the causes of job stress experienced by both male and female library staff. Both gender responded positively to increased work load/long working hours as one of the factors of causes of stress they experience in the library with (3.7) males and (3.3) females, with male mean (X) slightly higher than that of female. This finding corroborates the study of Theresa (2008) who revealed that they expect the same production rates from two people even though they do the work of three persons. She claimed to be working twelve hours shifts, six days a week and swears she hears those machines humming in her sleep. Introduction and use of new technology with mean (3.5) male, (3.9) female and insufficient fund with mean (3.8) for both male and female staff were affirmed to by the respondents as major cause of job stress. This is in agreement with Lim and Teo (1996) and King and Bachmann (1999) who reported

that challenges associated with adaptation and coping with new technology coupled with low pay are main cause of job stress.

Also, non-conducive work environment is another cause of stress with mean (3.3) male and (3.4) mean for female. This position corroborated the findings of the study by The Conference of the British Psychological Society of Occupational Psychology (CBPSP 2006) study which reported that, librarians proved highly positive to stressors of their physical environment. Similarly Griffins (1996) reported that physical demands from overbearing job environ such as poorly designed offices, poor lighting, poorly heated or cooled offices triggers job stress among library workers. The male's mean is slightly higher than the female. This finding is in agreement with that of the National Institute for Occupational Safety and Health (NIOSH 2008) which reported that interpersonal relationship such as poor social work environment is another stressor in work places.

On the issue of sexual harassment, there is a wide disparity between both gender with the mean of (2.7) female higher than the male's mean of (1.4). However, the respondents do not feel that this is a major cause of work related stress. This finding contradicts the study of Hourell (2007) which stated that Obilade a Professor of Adult Education in Obafemi Awolowo University had helped hundreds of female students and workers who had been attacked. She claimed that students have been raped in libraries and reading rooms and went further to stress that, if a female library client could be assaulted in such magnitude, female staff have no hiding place as they must be available at duty hours. This finding was also supported by Barbara (1995) in a survey of the Dorset County (UK) Library Service who equally reported that one in every seven Library staff had experienced aggressive and threatened behaviour in previous years among which is sexual harassment. From the forgoing, harassment and attacks of any nature constitute stressors especially to the female library staff.

Research Question Two: What are the causes of job stress experienced by library staff of the polytechnic libraries in Southern Region of different ages?

The result of the analysis is presented in Table 4.3.

Table 4.3 Causes of Job Stress experienced by Library Staff of different Ages

Causes	Ages	\bar{X}
Non-conducive working environment	30 yrs and below	3.1
	31 – 40 yrs	3.2
	41 – 50 yrs	3.5
	Above 50 yrs	3.3
Working hours	30 yrs and below	2.5
	31 – 40 yrs	2.3
	41 – 50 yrs	2.2
	Above 50 yrs	2.5
Inability to meet deadline	30 yrs and below	2.6
	31 – 40 yrs	2.5
	41 – 50 yrs	2.8
	Above 50 yrs	2.8
Change in rules/procedures	30 yrs and below	2.6
	31 – 40 yrs	2.4
	41 – 50 yrs	2.3
	Above 50 yrs	2.5
Increased work load/long working hours	30 yrs and below	2.7
	31 – 40 yrs	2.9
	41 – 50 yrs	3.3
	Above 50 yrs	3.1
High expectations from bosses	30 yrs and below	3.2
	31 – 40 yrs	3.0
	41 – 50 yrs	2.7
	Above 50 yrs	2.5
Office politics	30 yrs and below	2.5
	31 – 40 yrs	2.8
	41 – 50 yrs	3.0
	Above 50 yrs	3.3
Co-workers	30 yrs and below	2.4
	31 – 40 yrs	2.4
	41 – 50 yrs	2.8
	Above 50 yrs	2.8
Clients needs/ demand	30 yrs and below	2.4
	31 – 40 yrs	2.3
	41 – 50 yrs	2.3
	Above 50 yrs	2.4
Job rotation	30 yrs and below	2.4
	31 – 40 yrs	2.2
	41 – 50 yrs	2.0
	Above 50 yrs	2.2

Pension scheme	30 yrs and below	2.0
	31 – 40 yrs	2.2
	41 – 50 yrs	2.3
	Above 50 yrs	2.3
Introduction/use of new technology	30 yrs and below	3.3
	31 – 40 yrs	3.4
	41 – 50 yrs	3.8
	Above 50 yrs	3.9
Work tools e.g cataloguing tools	30 yrs and below	2.4
	31 – 40 yrs	2.2
	41 – 50 yrs	2.2
	Above 50 yrs	2.2
Insufficient funds to meet personal needs	30 yrs and below	3.9
	31 – 40 yrs	3.7
	41 – 50 yrs	3.4
	Above 50 yrs	3.0
Lack of organisational motivation	30 yrs and below	2.2
	31 – 40 yrs	2.4
	41 – 50 yrs	2.0
	Above 50 yrs	2.2
Membership of many committees	30 yrs and below	2.7
	31 – 40 yrs	2.9
	41 – 50 yrs	2.8
	Above 50 yrs	2.5
Lack of training/continuing professional education opportunities	30 yrs and below	2.3
	31 – 40 yrs	2.0
	41 – 50 yrs	2.2
	Above 50 yrs	2.2
Lack of promotion/advancement opportunities and promotion requirements	30 yrs and below	2.1
	31 – 40 yrs	2.1
	41 – 50 yrs	2.2
	Above 50 yrs	2.3
Lack of appreciation/understanding for work done	30 yrs and below	2.8
	31 – 40 yrs	2.4
	41 – 50 yrs	2.6
	Above 50 yrs	2.7
Funding problems	30 yrs and below	2.2
	31 – 40 yrs	2.0
	41 – 50 yrs	2.2
	Above 50 yrs	2.5
Sexual harassment	30 yrs and below	2.8
	31 – 40 yrs	2.5
	41 – 50 yrs	1.6
	Above 50 yrs	1.3

Criterion =3.0

Table 4.3 shows the causes of stress among library staff of different ages. Non-conducive working environment attracted high mean score (X) of (3.5) 41 – 50 years (3.3) above 50 years (3.2) 31 – 40 years, while (3.1) for 30 years below. However, 41 – 50 years mean score (X) is higher than other ages. This is followed by those above 50 years. This finding corroborates the study of Karasek (1979) who observed that staff of age 40 – 45 years was most likely to perceive their work as stressful. On Introduction/use of new technology the mean score of all age groups of library staff under study ranked above 3.0 criterion mean with the older work force scoring even higher, this position confirms that of King and Bachmann (1999) where they found that the greatest work concerns to Canadians are adaptation of new technology especially for older workforce and those in low-skill jobs. The situation was similar for issues relating to insufficient funds where all the various age groups under study scored above the criterion mean (3.0). But unlike the case of introduction of new technology the reverse was the case as the younger workforce scored higher for insufficient fund indicating that the younger workforce mostly of the lower cadre considers insufficient fund more positively as a cause of job stress. This confirms the report by Lim and Teo (1996) that low pay is a major cause of job stress.

High expectation from bosses also attracted high mean score from age 30 years and below with (3.2) mean and 31-40 with (3.0) mean. While 41-50 and 50 and above attracted low mean of (2.7) and (2.5) respectively. This finding agrees with the work of Cartwright and Cooper (2002) which reported that almost 50 percent of Britons blame their bosses for making their blood boil and giving them anxiety at work. Disparity was also observed from the mean score of librarians of different ages with regard to increased work load / long working hours. Ages 41-50 attracts the highest mean score of (3.3), followed by 50years and above with the mean of (3.1). However, 31-40 and 30 years and below attracted low mean of (2.9) and (2.7) respectively. This finding corroborates the survey by Statistics Canada (2001) which revealed that older counterparts at work complain more of too many hours or too many demands as a

source of stress in their work environment than their younger colleagues. This was also supported by Yandrick and Freeman (1996) who posited that lack of control of work schedule gives rise to dissatisfaction, disillusionment and depression which affect the worker negatively.

Research Question Three: What are the causes of job stress experienced by various categories of library staff?

The result of the analysis is presented in Table 4.4.

Table 4.4 Causes of Job Stress Experienced by Categories of Library Staff

Causes	Ranks	\bar{x}
Non-conducive working environment	Librarians	3.4
	Library Officers	3.5
	Library support Staff	3.2
Work hour	Librarians	2.0
	Library Officers	2.5
	Library support Staff	2.8
Inability to meet deadline	Librarians	2.9
	Library Officers	2.6
	Library support Staff	2.4
Change in rules/procedures	Librarians	2.1
	Library Officers	2.5
	Library support Staff	2.3
Increased work load/long working hours	Librarians	2.8
	Library Officers	3.3
	Library support Staff	3.1
High expectations from bosses	Librarians	2.6
	Library Officers	3.0
	Library support Staff	3.2
Office politics	Librarians	2.8
	Library Officers	2.5
	Library support Staff	2.7
Co-workers	Librarians	2.7
	Library Officers	2.3
	Library support Staff	2.3
Clients needs/demand	Librarians	2.4
	Library Officers	2.2
	Library support Staff	2.5
Job rotation	Librarians	2.1
	Library Officers	2.1
	Library support Staff	2.5
Pension scheme	Librarians	2.2
	Library Officers	2.1
	Library support Staff	2.1

Introduction/use of new technology	Librarians	3.1
	Library Officers	3.4
	Library support Staff	3.9
Work tools e.g cataloguing tools	Librarians	2.3
	Library Officers	2.1
	Library support Staff	2.3
Insufficient funds to meet personal needs	Librarians	3.4
	Library Officers	3.6
	Library support Staff	3.7
Multiple roles in the institution	Librarians	2.3
	Library Officers	1.9
	Library support Staff	2.0
Lack of organisational motivation	Librarians	2.7
	Library Officers	3.1
	Library support Staff	2.9
Membership of many committees	Librarians	2.6
	Library Officers	2.2
	Library support Staff	2.2
Lack of training/continuing professional education opportunities	Librarians	2.3
	Library Officers	2.7
	Library support Staff	2.4
Lack of promotion/advancement opportunities and promotion requirements	Librarians	2.6
	Library Officers	2.4
	Library support Staff	2.9
Lack of appreciation/understanding for work done	Librarians	2.2
	Library Officers	2.6
	Library support Staff	2.6
Finding problems	Librarians	2.6
	Library Officers	2.4
	Library support Staff	2.2
Sexual Harassment	Librarians	2.1
	Library Officers	2.4
	Library support staff	2.7

Criterion =3.0

Table 4.4 reveals the causes of job stress experienced by categories of library staff. Non-conducive working environment attracted the mean (3.4) for librarians, (3.5) library officers and (3.2) for library support staff. Library officers have the highest mean score. The entire mean are relatively high which confirms the work of Nawe (1995) that non-conducive and crowded work environment are stressful agents to the individual that works in the library. On Introduction/use of new technology the mean score of all cadre of library staff under study ranked above 3.0 criterion mean with the lowest skilled work force (library support staff)

scoring even higher. This position confirms that of King and Bachmann (1999) where they found that the greatest work concerns to Canadians are adaptation of new technology especially for those in low-skill jobs. The situation was similar for issues relating to insufficient funds where all the various cadre of staff in the study scored above the criterion mean (3.0) and just like the case of introduction of new technology where the less skilled workforce (library support staff) scored higher for insufficient fund. This indicates that the lower workforce considers insufficient fund more positively as a cause of job stress. This position corroborates Lim and Teo (1996) where they reported that low pay is a major cause of job stress.

Increased work load/ long working hours attracted the mean of (3.3) for library officers, (2.9) Librarians and (3.0) Library support staff. However, the mean score of library officers is higher than that of the librarians. This is in agreement with Scott (2008) who viewed long working hours at work, heavy work load and over whelming feeling in every area of life as causes of job stress. Polytechnic staff run shift duties and work on weekends. This is probably the reason that the staff indicated long work hours as stressor. High expectations from bosses as stressor received diverse response from the library staff. Library support staff ranked high with the mean of (3.2), closely followed by library officers with (3.0) and librarians came last with (2.6) mean. This finding is in congruence with the work of Cartwright and Cooper (2002) which reported that almost 50 percent of Britons workers blame bosses for making their blood boil and giving them anxiety at work. The study maintained that nearly one in every four bosses in the UK is bad or dreaded. However, the non- professionals and the Para-professional are most affected from the study.

Research Question Four: What are the effects of job stress on library staff by gender?

The result of the analysis is presented in Table 4.5.

Table 4.5 Effects of Job Stress on the Library Staff by Gender

Effects	Gender	\bar{x}
Frequent headache	Male	3.0
	Female	3.5
Ulcer/stomach problem/back pains	Male	2.5
	Female	2.4
Heart problems	Male	2.1
	Female	2.1
Sleep disturbances/sleeplessness or insomnia	Male	1.7
	Female	2.2
Sweaty palms	Male	2.3
	Female	1.5
Smoking of cigarette	Male	2.0
	Female	1.6
Heavy drunkenness	Male	2.0
	Female	1.8
Decrease in energy level	Male	1.9
	Female	2.1
Muscle tension/jaw clenching	Male	2.4
	Female	2.2
Job dissatisfaction	Male	3.1
	Female	3.5
Depression	Male	3.6
	Female	3.7
Exhaustion	Male	3.5
	Female	3.8
Moodiness	Male	3.2
	Female	3.3
Job burnout (emotional exhaustion/depression)	Male	2.5
	Female	2.4
Negative self concept	Male	2.1
	Female	2.1
Rigidity of changes	Male	2.2
	Female	2.2
Disillusionment	Male	3.2
	Female	3.5
Lower job performances output	Male	2.6
	Female	2.9
Frequent accidents	Male	2.0
	Female	1.9
Faulty decisions	Male	2.3
	Female	2.2
Frustration	Male	3.2
	Female	3.2
Work place aggression/extreme anger	Male	2.3
	Female	2.2

Negative job attitude	Male	3.1
	Female	3.2
Quarrelling	Male	1.6
	Female	2.4
Drug abuse	Male	1.8
	Female	1.1
Absenteeism	Male	2.6
	Female	3.2

Criterion =3.0

Table 4.5 revealed that both male and female responded to job dissatisfaction as an effect of stress in the library. With the female mean of 3.5 higher than the male mean of (3.1). This indicates that job dissatisfaction as a stressor, affect both sexes. This study to some extent agrees with Stats and Quotes (2000) that opined that compilation of facts and figures about stress in the workplace revealed various stunning and negative stress impact on workers. The range of impact spans from finance, health, job dissatisfaction, irritability and loss of man hour. Frequent headache also attracted a high mean from the females with (3.5) as against (3.0) for the males. Depression also ranked high with the female mean of (3.7) higher than the male mean of (3.6). Exhaustion attracted high mean of (3.8) from the females, while males attracted the mean score of (3.5). These findings are in conformity with Kutler (2004) who gave an in-depth analysis of how Stress has chronically grown in females as observed in her study. The study also describes how and why females are affected with various stressors in work life than men. According to her, women in the academia experience more chronic stress than men. Considering the role –conflicts in the workload and overload of women in the academia, she maintained that the oversized academic jobs were created at the time men dominated such roles. On the issue of depression, Greenglass (1995) stated that female societal roles were discovered to suffer low pay, low status and low prestige to the extent of depression. While females had a mean of (3.2) in absenteeism as effect of job stress, males had (2.6) as mean. This finding corroborates the study of Markle (2004) which states that young women of today anticipate involvement in both career and family with little or no plan before commencement and as such,

resulted in a clash of the role expectation and eventual increase in stress. This was also supported by Kuther (2000) who narrated from experience that women in the academia suffer more health related problems than men due to stress. She identified the psychological and psycho physical symptoms in respect to job stress in women to include headache, insomnia, dizziness, nausea, pounding heart, lack of motivation and other various acute/chronic illnesses. Furthermore, she stressed that females are more affected by various stressors in work life than their male counterparts.

The respondents also affirmed that moodiness, disillusionment, frustration as well as negative job attitude with a mean score greater than criterion mean (3.0) are effect of job related stress amongst library staff. This position confirmed those of Babalola (2008) who submitted that the effect of job related stress manifests in physical and emotional exhaustion involving negative self-concept and negative job attitudes. Stats and Quotes (2000) revealed a range of impact of job related stress to spans from finance, health, job dissatisfaction, frustration and moodiness. Kupersmith (1992) also reported that technostress, a type of stress arising from individual's adjustment to new technologies in the discharge of daily duties can trigger a feeling of isolation and frustration. According to the American Institute of Stress (AIS 2006) which extensively researched on stress, it was identified among others, that Job dissatisfaction, depression, moodiness, disillusionment, frustration as well as negative job attitude were common signs and symptoms of stress as it affects people including librarians.

Research Question Five: What are the effects of job stress experienced by library staff of different age groups?

The result of the analysis is presented in Table 4.6.

Table 4.6 Effect of Job Stress Experienced Library Staff of different age groups

Effects	Age range	\bar{x}
Frequent headache	30 yrs and below	2.4
	31 – 40 yrs	2.7
	41 – 50 yrs	2.9
	Above 50 yrs	3.3

Ulcer/stomach problem/back pains	30 yrs and below	2.3
	31 – 40 yrs	2.5
	41 – 50 yrs	2.7
	Above 50 yrs	2.3
Heart problems	30 yrs and below	2.3
	31 – 40 yrs	2.1
	41 – 50 yrs	2.0
	Above 50 yrs	2.2
Sleep disturbances/sleeplessness or insomnia	30 yrs and below	2.3
	31 – 40 yrs	2.5
	41 – 50 yrs	2.8
	Above 50 yrs	3.2
Sweaty palms	30 yrs and below	2.1
	31 – 40 yrs	2.5
	41 – 50 yrs	1.8
	Above 50 yrs	2.2
Smoking of cigarette	30 yrs and below	1.5
	31 – 40 yrs	1.9
	41 – 50 yrs	1.7
	Above 50 yrs	1.7
Heavy drunkenness	30 yrs and below	1.4
	31 – 40 yrs	1.9
	41 – 50 yrs	1.8
	Above 50 yrs	1.8
Decrease in energy level	30 yrs and below	2.6
	31 – 40 yrs	2.8
	41 – 50 yrs	2.5
	Above 50 yrs	2.7
Muscle tension/jaw clenching	30 yrs and below	2.4
	31 – 40 yrs	2.2
	41 – 50 yrs	1.8
	Above 50 yrs	2.3
Job dissatisfaction	30 yrs and below	2.5
	31 – 40 yrs	2.7
	41 – 50 yrs	2.2
	Above 50 yrs	2.8
Depression	30 yrs and below	2.6
	31 – 40 yrs	2.6
	41 – 50 yrs	2.8
	Above 50 yrs	3.0
Exhaustion	30 yrs and below	2.8
	31 – 40 yrs	2.9
	41 – 50 yrs	2.5
	Above 50 yrs	3.0
Moodiness	30 yrs and below	2.5
	31 – 40 yrs	2.7
	41 – 50 yrs	2.8
	Above 50 yrs	2.7

Job burnout (emotional exhaustion/depression)	30 yrs and below	2.3
	31 – 40 yrs	2.4
	41 – 50 yrs	2.3
	Above 50 yrs	2.4
Negative self concept	30 yrs and below	1.6
	31 – 40 yrs	2.1
	41 – 50 yrs	2.0
	Above 50 yrs	2.0
Rigidity of changes	30 yrs and below	2.2
	31 – 40 yrs	2.8
	41 – 50 yrs	2.0
	Above 50 yrs	2.1
Disillusionment/disenchantment	30 yrs and below	2.5
	31 – 40 yrs	2.6
	41 – 50 yrs	2.8
	Above 50 yrs	2.7
Lower job performances output	30 yrs and below	2.6
	31 – 40 yrs	2.5
	41 – 50 yrs	2.2
	Above 50 yrs	2.2
Frequent accidents	30 yrs and below	1.8
	31 – 40 yrs	1.9
	41 – 50 yrs	1.7
	Above 50 yrs	2.0
Faulty decisions	30 yrs and below	2.2
	31 – 40 yrs	2.2
	41 – 50 yrs	2.0
	Above 50 yrs	2.0
Frustration	30 yrs and below	2.9
	31 – 40 yrs	2.8
	41 – 50 yrs	2.7
	Above 50 yrs	2.8
Work place aggression/extreme anger	30 yrs and below	2.2
	31 – 40 yrs	2.3
	41 – 50 yrs	2.0
	Above 50 yrs	2.6
Negative job attitude	30 yrs and below	2.9
	31 – 40 yrs	2.8
	41 – 50 yrs	2.5
	Above 50 yrs	2.7
Quarrelling	30 yrs and below	2.1
	31 – 40 yrs	1.2
	41 – 50 yrs	2.0
	Above 50 yrs	2.3
Drug abuse	30 yrs and below	2.0
	31 – 40 yrs	1.7
	41 – 50 yrs	2.0
	Above 50 yrs	1.8
Absenteeism	30 yrs and below	2.0

	31 – 40 yrs	2.0
	41 – 50 yrs	2.0
	Above 50 yrs	1.8

Criterion =3.0

Table 4.6 reveals the effects of job stress experienced by library staff of different ages. The mean (X) score for frequent headache for people above 50 years is higher (3.3) than others. This is probably due to ageing process. Sleep disturbance/sleeplessness or insomnia attracted mean of 3.2 for 50 years; 2.8 for 41 – 50 years; 2.3 for 30 years below and (2.5) for 31 – 40 years. The mean (X) score of above 50 years is higher than others. Exhaustion also ranked high with (3.0) for library staff above 50 years, (2.9) for 31 – 40 years; (2.8) for 30 years below and (2.5) for 41 – 50 years, with 50 years and above still higher. The higher mean scores for those above 50 years could be due to ageing process. The data for each of the effects show age as a factor in job related stress. These findings corroborates the work of Canadian Community Health Survey (2007) which posited that age was a major factor for stress among health workers. The survey revealed that workers aged 35 – 54 reported high work stress, the highest among age groups. The European Agency for Safety and Health (2008) also supported these findings by reporting from a survey that ageing syndrome ranked first as a major factor for stress, maintaining that ageing people or workers are more vulnerable to stress in their respective places of work than the younger ones.

Also, the report revealed that moodiness, disillusionment, frustration as well as negative job attitude with mean greater criterion mean than (2.5) are effect of job related stress across all age groups of library staff. This position confirmed those of Babalola (2008) where he submitted that effect of job related stress manifests in physical and emotional exhaustion involving negative self-concept and negative job attitudes. Stats and Quotes (2000) revealed a range of impact of job related stress to span from finance, health, job dissatisfaction, frustration and moodiness. Kupersmith (1992) also reported that technostress, a type of stress arising from individual’s adjustment to new technologies in the discharge of daily duties can trigger a

feeling of isolation and frustration. According to the American Institute of Stress (AIS 2006) extensively researched on stress identified among others Job dissatisfaction, depression, moodiness, disillusionment, frustration as well as negative job attitude as common signs and symptoms of stress as it affects people including librarians.

Research Question Six

What are the effects of job stress experienced by different categories of library staff?

The result of the analysis is presented in Table 4.7.

Table 4.7. Effect of job stress experienced by the different categories of library staff

Effects	Age Range	\bar{x}
Frequent headache	Librarians	2.5
	Library Officers	2.6
	Library Asst.	3.0
Ulcer/stomach problem/back pains	Librarians	2.0
	Library Officers	2.4
	Library Asst.	2.6
Heart problems	Librarians	1.8
	Library Officers	1.7
	Library Asst.	2.3
Sleep disturbances/sleeplessness or insomnia	Librarians	2.2
	Library Officers	2.4
	Library Asst.	2.3
Sweaty palms	Librarians	2.1
	Library Officers	2.3
	Library Asst.	2.3
Smoking of cigarette	Librarians	1.7
	Library Officers	1.5
	Library Asst.	1.9
Heavy drunkenness	Librarians	1.7
	Library Officers	1.6
	Library Asst.	2.1
Decrease in energy level	Librarians	2.4
	Library Officers	2.6
	Library Asst.	2.6
Muscle tension/jaw clenching	Librarians	1.8
	Library Officers	2.0
	Library Asst.	2.5
Job dissatisfaction	Librarians	2.4
	Library Officers	2.8
	Library Asst.	3.1
Depression	Librarians	2.4
	Library Officers	2.7
	Library Asst.	2.5
Exhaustion	Librarians	2.9

	Library Officers	2.5
	Library Asst.	2.7
Moodiness	Librarians	2.4
	Library Officers	2.2
	Library Asst.	2.8
Job burnout (emotional exhaustion/depression)	Librarians	2.4
	Library Officers	2.2
	Library Asst.	2.4
Negative self concept	Librarians	2.8
	Library Officers	2.2
	Library Asst.	2.2
Rigidity of changes	Librarians	2.0
	Library Officers	1.9
	Library Asst.	1.2
Disillusionment/disenchantment	Librarians	2.3
	Library Officers	2.1
	Library Asst.	2.2
Lower job performances output	Librarians	2.4
	Library Officers	2.2
	Library Asst.	2.5
Frequent accidents	Librarians	1.8
	Library Officers	2.8
	Library Asst.	2.2
Faulty decisions	Librarians	2.2
	Library Officers	1.7
	Library Asst.	2.0
Frustration	Librarians	2.3
	Library Officers	3.0
	Library Asst.	2.5
Work place aggression/extreme anger	Librarians	2.1
	Library Officers	2.1
	Library Asst.	2.8
Negative job attitude	Librarians	2.3
	Library Officers	2.3
	Library Asst.	2.4
Quarrelling	Librarians	2.6
	Library Officers	2.2
	Library Asst.	2.2
Drug abuse	Librarians	1.6
	Library Officers	1.7
	Library Asst.	1.8
Absenteeism	Librarians	1.9
	Library Officers	2.6
	Library Asst.	2.0

Criterion =3.0

Table 4.7 shows the effects of job stress experienced by the various cadre of library staff. Frequent headache is one of the major effects of job stress experienced by library staff with the mean score of (3.0) for library support staff, (2.6) for library officers and (2.5) for librarians. Frequent headache can reduce staff effectiveness in the library. Library officers had the highest mean (3.0) with respect to frustration. This is followed by library assistants with (2.5) mean, Librarians mean rank lowest with (2.3). This is probably due to the fact that some library officers are frustrated. There are some library officers who have obtained degree qualifications in library science but because of administrative bottlenecks, they are not converted to the status of librarians. Lack of promotion and career advancement are, therefore, ready sources of stress. The American Institute of Stress (2006) states that Nervous habit, fidgeting, feet tapping, Increased frustration, irritability and moodiness are the effect of stress. Job dissatisfaction as an effect of stress got the following responses with library support staff having the highest mean of (3.1), Library officers (2.8) and librarians (2.4). The findings are in congruence with work of stats and Quotes (2000) from the compilation of facts and figures about stress in the work place revealed various stunning and negative stress impact on workers with a range of effect spanning health, job satisfaction, irritability and share loss of man hour.

The respondents affirmed that moodiness, disillusionment, frustration as well as negative job attitude with mean greater than criterion mean (2.5) are effect of job related stress among the various cadres of library staff. This is in agreement with similar reports by Babalola (2008) who submitted that effect of job related stress manifests in physical and emotional exhaustion involving negative self-concept and negative job attitudes. Stats and Quotes (2000) revealed a range of impact of job related stress to span from finance, health, job dissatisfaction, frustration and moodiness. Kupersmith (1992) also reported that technostress, a type of stress arising from individual's adjustment to new technologies in the discharge of daily duties can trigger a feeling of isolation and frustration. The American Institute of Stress (AIS 2006) also

extensively researched on stress and identified among others, Job dissatisfaction, depression, moodiness, disillusionment, frustration as well as negative job attitude as common signs and symptoms of stress that affect workers negatively including librarians.

Research Question Seven: What are the techniques employed by the male and female library Staff to manage job stress?

The result of the analysis is presented in Table 4.8.

Table 4.8: Techniques Employed by the Male and Female Library Staff to Manage Job Stress

Techniques	SEX	X̄
Seeking more information in order to clarify ambiguous role expectations	Male	3.3
	Female	3.0
Breaking challenging pieces of work into smaller sets of task	Male	2.3
	Female	2.1
Learning to identify early warning signs of aggression in co-workers and clients/users	Male	2.4
	Female	2.1
Developing interpersonal skills that dissipate aggression	Male	2.3
	Female	2.0
Flexible work time	Male	2.8
	Female	3.3
Job sharing	Male	3.1
	Female	3.6
Telecommuting/increased communication	Male	2.4
	Female	2.0
Counseling programme	Male	2.4
	Female	2.2
Job delegation	Male	2.3
	Female	2.4
Taking coffee/short break during working hours	Male	2.2
	Female	2.0
Going on vacation/sabbatical leave	Male	2.3
	Female	2.4
Altering the way I perceive the situation	Male	2.4
	Female	2.3
Positive self esteem/optimism	Male	2.3
	Female	2.4
Physical exercise/fitness	Male	2.2
	Female	2.4
Developing healthy life	Male	2.2
	Female	2.3
Relaxation and meditation	Male	2.4
	Female	2.1
Alcoholism and use of drugs	Male	1.9

	Female	1.6
Socialising and keeping friendship	Male	2.7
	Female	2.7
Training and retraining	Male	2.4
	Female	2.3
Conflict avoidance in workplace/removing oneself from stressful situation	Male	2.4
	Female	2.2
Setting realistic goals	Male	3.3
	Female	3.1
Cultivating positive attitude to work	Male	2.3
	Female	2.2
Visualisation	Male	2.2
	Female	2.2

Criterion =3.0

Table 4.8 reveals the job related stress management techniques employed by male and female library staff. Among the major techniques are; Job sharing attracted mean of (3.6) female and (3.1) male. Seeking more information in order to clarify ambiguous role expectations got a mean score of (3.3) males and (3.0) females with the male mean slightly higher than that of the female. This finding is in congruence with the work of McShane and Glinov (2000) that suggested a number of strategies to help cushion the effect of stress. They identified stress as work-focused and emotion - focused and held that both situations be addressed. Their work clearly revealed that work focused stress could be matched with role clarification, time management, job delegation, search for more information and direct task help, cooperative work strategies and finally departure from work when it became unbearable. Flexible work time also attracted high mean (3.3) from females and (2.8) mean from the males. This is an indication that the females develop a better healthy lifestyle than their male colleagues. Both sexes positively respect setting realistic goals with (3.3) mean for males and (3.1) mean for females. This agrees with Babalola (2008) who emphasises that as you work, you must be realistic and do not try to be perfect as no one is. He emphasised that expecting other people to be perfect can add to a worker's stress level while people should ask for help when needed.

Moreso, the respondents affirmed that flexible work time, socialising and keeping friendship and setting realistic goals with a mean score greater than 2.5 are some other techniques employed by library staff to manage job stress irrespective of gender this findings corroborated those of Burns 1980, Billings 1991, Tennet 1991, Caputo 1991, Fisher 1990, Ritch 1991, and Calloghan 1991 where they suggested that flexible work time, socialising and keeping friendship and setting realistic goals are some of the techniques mainly employed by library staff to manage job stress.

Research Question Eight

What are the techniques employed by the different age groups of library staff to manage job Stress?

The result of the analysis is presented in Table 4.9.

Table 4.9 Techniques employed by library staff of different age groups to manage job stress.

Techniques	Years	X̄
Seeking more information in order to clarify ambiguous role expectations	30 yrs and below	3.3
	31 – 40 yrs	3.2
	41 – 50 yrs	3.1
	Above 50 yrs	3.0
Breaking challenging pieces of work into smaller sets of task	30 yrs and below	2.2
	31 – 40 yrs	2.8
	41 – 50 yrs	2.5
	Above 50 yrs	2.7
Learning to identify early warning signs of aggression in co-workers and clients/users	30 yrs and below	2.9
	31 – 40 yrs	2.8
	41 – 50 yrs	2.3
	Above 50 yrs	2.3
Developing interpersonal skills that dissipate aggression	30 yrs and below	2.6
	31 – 40 yrs	2.7
	41 – 50 yrs	2.8
	Above 50 yrs	2.8
Flexible work time	30 yrs and below	3.5
	31 – 40 yrs	3.8
	41 – 50 yrs	3.7
	Above 50 yrs	3.8
Job sharing	30 yrs and below	3.0
	31 – 40 yrs	3.1
	41 – 50 yrs	3.9
	Above 50 yrs	3.8
Telecommuting/increased communication	30 yrs and below	2.3
	31 – 40 yrs	2.3
	41 – 50 yrs	2.2
	Above 50 yrs	2.4
Counseling programme	30 yrs and below	2.2
	31 – 40 yrs	2.1

	41 – 50 yrs	2.3
	Above 50 yrs	2.0
Job delegation	30 yrs and below	2.2
	31 – 40 yrs	2.3
	41 – 50 yrs	2.1
	Above 50 yrs	2.0
Taking coffee/short break during working hours	30 yrs and below	2.3
	31 – 40 yrs	2.0
	41 – 50 yrs	2.2
	Above 50 yrs	2.1
Going on vacation/sabbatical leave	30 yrs and below	2.0
	31 – 40 yrs	2.0
	41 – 50 yrs	2.3
	Above 50 yrs	2.4
Altering the way/perceive the situation	30 yrs and below	2.0
	31 – 40 yrs	2.3
	41 – 50 yrs	2.0
	Above 50 yrs	2.0
Positive self esteem/optimism	30 yrs and below	2.1
	31 – 40 yrs	2.3
	41 – 50 yrs	2.2
	Above 50 yrs	2.3
Physical exercise/fitness	30 yrs and below	2.0
	31 – 40 yrs	2.1
	41 – 50 yrs	2.4
	Above 50 yrs	2.1
Developing healthy life	30 yrs and below	2.3
	31 – 40 yrs	2.0
	41 – 50 yrs	2.2
	Above 50 yrs	2.2
Relaxation and meditation	30 yrs and below	2.0
	31 – 40 yrs	2.0
	41 – 50 yrs	2.3
	Above 50 yrs	2.3
Alcoholism and use of drugs	30 yrs and below	1.3
	31 – 40 yrs	1.6
	41 – 50 yrs	1.6
	Above 50 yrs	1.3
Socialising and keeping friendship	30 yrs and below	3.4
	31 – 40 yrs	3.4
	41 – 50 yrs	3.1
	Above 50 yrs	3.0
Training and retraining	30 yrs and below	2.4
	31 – 40 yrs	2.4
	41 – 50 yrs	2.0
	Above 50 yrs	2.0
Conflict avoidance in workplace/removing oneself from stressful situation	30 yrs and below	2.0
	31 – 40 yrs	1.9
	41 – 50 yrs	1.7
	Above 50 yrs	2.0
Setting realistic goals	30 yrs and below	3.8
	31 – 40 yrs	3.2
	41 – 50 yrs	3.0
	Above 50 yrs	3.0
Cultivating positive attitude to work	30 yrs and below	2.0

	31 – 40 yrs	2,1
	41 – 50 yrs	2.2
	Above 50 yrs	2.3
Visualisation	30 yrs and below	2.3
	31 – 40 yrs	2.2
	41 – 50 yrs	2.0
	Above 50 yrs	2.1

Criterion =3.0

Table 4.9 reveals that library staff of different age groups indicated that setting a realistic goal will help manage the effect of job stress in their libraries with a mean score of(3.0) for staff above 50years, 31-40 years (3.2), 30years and below (3.8) and 41-50years (3.0). Staff below 30years had the highest mean score. This finding is not surprising since library staff of various age ranges understand that embarking on task that one would be able to actualise would help to reduce the effect of stress in work environment. This is in congruence with Ajala (2011) whose subjects of study declared that it is not easy for an individual to carry the burden of two people. Babalola (2008) also advised individuals to take a stand against over-scheduling. Over scheduling implies taking too much per time without recourse to its consequences. It also implies biting more than one could chew per time.

Seeking more information in order to clarify ambiguous role expectations attracts the mean scores of (3.0) for staff above 50years, 31-40 years (3.2), 30 years and below (3.3) and 41-50 years (3.1). This is an indication that librarians seek information to clarify difficult task in order to manage work related stress. In the polytechnic library for instance, role clarification, delegation and cooperative work strategies would give much relief to staff with overcrowded and repetitive job schedules. This finding corroborates the work of McShane and Glinov (2000) which suggested a number of strategies to help cushion the effect of stress and emphasised role clarification as one of the ways of reducing work stress in a work place.

The respondents also affirmed that Flexible work time, socialising and keeping friendship and setting realistic goals with mean scores greater than the criterion mean (3.0) are some other techniques employed by library Staff to manage job stress. This is in agreement

with Burns (1980), Billings (1991), Tennet (1991), Caputo (1991), Fisher (1990), Ritch (1991), and Calloghan (1991) who suggested that flexible work time, socialising and keeping friendship and setting realistic goals are the techniques employed by library Staff to manage job stress.

Research Question Nine: What are the techniques employed by the different categories of library staff to manage Job Stress?

The result of the analysis is presented in Table 4.10.

Table 4.10 Techniques for Managing job Stress by the Library Staff

Technique	Staff Categories	\bar{X}
Seeking more information in order to clarify ambiguous role expectations	Librarians	3.3
	Library Officers	3.1
	Library Asst.	3.9
Breaking challenging pieces of work into smaller sets of task	Librarians	2.8
	Library Officers	2.9
	Library Asst.	2.8
Learning to identify early warning signs of aggression in co-workers and clients/users	Librarians	2.8
	Library Officers	3.0
	Library Asst.	2.8
Developing interpersonal skills that dissipate aggression	Librarians	2.9
	Library Officers	2.9
	Library Asst.	2.5
Flexible work time	Librarians	3.9
	Library Officers	3.6
	Library Asst.	3.0
Job sharing	Librarians	3.9
	Library Officers	3.0
	Library Asst.	3.7
Telecommuting/increased communication	Librarians	2.9
	Library Officers	3.0
	Library Asst.	2.7
Counseling programme	Librarians	2.9
	Library Officers	2.8
	Library Asst.	2.5
Job delegation	Librarians	2.8
	Library Officers	2.3
	Library Asst.	2.2
Taking coffee/short break during working hours	Librarians	2.5
	Library Officers	2.6
	Library Asst.	2.5
Going on vacation/sabbatical leave	Librarians	2.6
	Library Officers	2.5
	Library Asst.	2.5

Altering the way/perceive the situation	Librarians	2.6
	Library Officers	2.4
	Library Asst.	2.3
Positive self esteem/optimism	Librarians	3.0
	Library Officers	2.7
	Library Asst.	2.6
Physical exercise/fitness	Librarians	2.7
	Library Officers	2.6
	Library Asst.	2.3
Developing healthy life	Librarians	3.1
	Library Officers	3.3
	Library Asst.	2.8
Relaxation and meditation	Librarians	3.0
	Library Officers	3.2
	Library Asst.	3.4
Alcoholism and use of drugs	Librarians	1.4
	Library Officers	1.4
	Library Asst.	1.8
Socialising and keeping friendship	Librarians	3.8
	Library Officers	3.6
	Library Asst.	3.9
Training and retraining	Librarians	2.4
	Library Officers	2.7
	Library Asst.	2.9
Conflict avoidance in workplace/removing oneself from stressful situation	Librarians	2.0
	Library Officers	2.7
	Library Asst.	2.9
Setting realistic goals	Librarians	3.0
	Library Officers	3.1
	Library Asst.	3.8
Cultivating positive attitude to work	Librarians	3.0
	Library Officers	2.6
	Library Asst.	2.8
Visualisation	Librarians	2.8
	Library Officers	2.9
	Library Asst.	2.6

Criterion =3.0

The data in Table 4.10 attracts high mean of (3.1) from library officers with respect to developing healthy life style as a technique for managing job related stress, librarians attract (3.0) and library support staff (2.8). According to Mc Shane and Glinor (2000) healthy living is highly contributory to an individuals' wellbeing; healthy eating enables the body get the right nutrients to function at its best, while eating balanced diet would enable the body to withstand the pressure exerted on it without imminent breakdown. The findings of this study thus show

that the library staff understands the need to have healthy life in order to withstand work pressure. Seeking more information in order to clarify ambiguous role expectations also had a high mean from librarians, library officers and library support staff with (3.3), (3.1) and (3.9). In the polytechnic library for instance, role clarification, delegation and cooperative work strategies would give much relief to staff with overcrowded and repetitive job schedules such as the library officers and assistants who man the front offices. On the issue of relaxation and meditation, library support staff ranked first with (3.4) mean, followed by library officers (3.2) and librarians (3.0). The three categories of library staff indicated that relaxation and meditation help them in managing work related stress. This result conforms to Calloghan (1991) who posits that it is essential to observe six hours of sleep a day to allow the body full rest and enhance articulation in reasoning. This results in effectiveness and enhanced output. Similarly, the brain must rest to enable good calculation as it is the computer of the body. The brain must receive rest from routines.

Flexible work time, socialising/keeping friendship as well as setting realistic goals had a mean score greater than the criterion mean (3.0) these are some other techniques employed by library Staff to manage job stress irrespective of gender. This report confirms Burns (1980); Billings (1991); Tennet (1991); Caputo (1991); Fisher (1990); Ritch (1991) and Calloghan (1991)all of which reported that flexible work time, socializing, keeping friendship and setting realistic goals are the techniques employed by library staff to manage job stress.

4.5: Testing the Hypotheses

Hypotheses One

There is no significant difference in the causes of job stress on the staff of the Polytechnic libraries in Southern region of Nigeria by gender.

In testing this hypothesis, the z – test statistical method was used at 0.05 level of significance and the result is presented in Table 4.11

Table 4.11: z – test Analysis showing the Difference in the Causes of Job Stress Experienced by Male and Female Polytechnic staff in Southern Region

Gender	N	X	SD	Df	z – Cal.	z – Crit.	Level of Significance	Decision	Remark
Male	163	57.42	6.32	371	1.90	1.96	0.05	Rejected	Significant
Female	208	57.56	12.56						

From the result presented in the Table 4.11, the null hypothesis stating that there is no significant difference in the causes of job stress experienced by the male and female polytechnic staff is accepted. This is because the calculated z value of 1.90 is less than the (z) critical value of 1.96. This implies that there is no significant difference in the causes of job stress experienced by male and female staff of the polytechnic libraries. This finding is in congruence with the study of Archibong, Bassey and Effiom (2010) in a study to ascertain if academic staff of universities differed in perceived stress level by gender. They confirmed a difference in stress level between female and male staff and attributed the high level stress in female academic staff to the interface between their official workload and the management of their homes. Kuther (2002) had earlier observed that stress is more endemic and worrisome to the female folk of any career or profession than the male folk. The finding of this study, therefore, corroborates the studies of earlier researchers

Hypothesis Two

There is no significant difference among staff of polytechnic libraries of different age groups with respect to causes of job stress experienced.

In testing this hypothesis, analysis of variance (ANOVA) was adopted at 0.05 level of significance and the result presented in Table 4.12.

Table 4.12: Analysis of Variance showing the difference in the Causes of Job Stress among Polytechnic Staff of different Age Groups

Source of Variation	Df	Sum of Squares	Mean Squares	<i>f.</i> Ratio cal.	<i>f.</i> Ratio crit.	Remarks
Between groups	3	47.9	15.97	2.05	2.67	Not significant (accepted)
Within groups	365	11312.8	78.02			

From the result presented in the Table 4.12, the null hypothesis of no significant difference tested is accepted. This is because the (*f*) ratio calculated value of 2.05 is less than (*f*) critical of 2.67. It implies that there is no significant difference among staff of the polytechnic libraries of different age groups with respect to the causes of job stress. This finding is in contrast with the study of The European Agency for Safety and Health at Work (EASHW 2008) which stressed that ageing syndrome ranked first when considering various stressors in an organisation. This finding shows that stress is experienced by all staff in the libraries.

Hypothesis Three

There is no significant difference among various categories of staff with respect to causes of job stress.

In testing this hypothesis, analysis of variance (ANOVA) was adopted at 0.05 level of significance and the result presented in Table 4.13.

Table 4.13: Analysis of Variance showing the difference in the Causes of Job Stress among the Different Categories of Polytechnic Staff

Source of Variation	Df	Sum of Squares	Mean Squares	<i>f.</i> Cal.	<i>f.</i> Crit.	Remarks
Between groups	2	96979.3	48489.65	1.88	3.06	Significant (rejected)
Within groups	369	650866.3	4457.99			

From the result presented in Table 4.13, the null hypothesis is accepted. This is because the calculated *f* value of 1.88 is less than the *f* critical value of 3.06. This shows that there is

no significant difference in the causes of job stress among the various categories of staff of the polytechnic libraries. This study corroborates the work of Martin (2008) who attributed job stress to high responsibility jobs. He opined that persons in authority or professionals who occupy positions of responsibilities are strong victims of job stress. It is also in congruence with Anderson (2006) who claimed that 80% of executive officers who took vacations in 2000 stayed in touch with their offices through cell phones and laptops. Such attitude leaves top officers working round the clock thereby amenable to work stress. By implication, both the junior and senior workers experience job pressure. This is a confirmation of the stance that stress is from the job itself and not the individual.

Hypothesis Four

There is no significant difference in the effect of job stress experienced by the staff of the polytechnic libraries by gender. In testing this hypothesis, the z - test statistical method of significance was adopted at 0.05 level of significance and the result is presented in Table 4.14.

Table 4.14 z test Analysis showing the difference in the Effect of Job Stress Experienced by Male and Female Polytechnic librarians

Gender	N	X	SD	Df	z. Cal.	z. Crit.	Level of significance	Remark
Male	163	58.77	19.24	366	3.19	1.96	0.05	Significant
Female	208	58.78	18.50					
Total	371							

From the result presented in the Table 4.14, the null hypothesis of no significant difference tested is rejected. This is because z calculated of 3.19 is greater than z critical of 1.96. This is an indication that there is a significant difference in the effect of job related stress experienced by male and female library staff. This finding agrees with that of Filtch, Magione and Jennings (1994) which posited that personal attributes as gender influences work stress. They further stressed that women experience overall greater amount of work stress. This

finding however contradicts the study of Abouserie (1996), Ofoegbu and Nwadiani (2006) who carried out a comparative study of stress level among male and female academic staff and reported no difference.

This finding corroborates observation made by Bunge (1987) that one of the exacerbating professional isolations in librarianship is gender isolation. Kuther (2002) also confirmed in her study that woman suffered more health problems such as allergies, chronic colds, cancer, neck and back problems more than men due to stress at work. Achibong, Basse and Effiom (2010) also attributed the high level stress in female academic staff to the interface between the official workload of female academic staff and the management of their homes. Furthermore the position was attributed to African cultural value orientation which makes women prone to domestic stress emanating from house chores In all more than 80% of literature reviewed agree that female workers experience job stress due to gender factors.

Hypothesis Five

There is no significant difference in the effect of job stress experienced by the staff of the polytechnic libraries due to different age ranges.

In testing this hypothesis, analysis of variance (ANOVA) was adopted at 0.05 level of significance and the result presented in Table 4.15.

Table 4.15: Analysis of Variance Showing the Difference in the Effect of Job Stress Experienced by the Staff Polytechnic Libraries due to Different Age Ranges

Source of Variation	Df	Sum of Squares	Mean Squares	<i>f. Cal.</i>	<i>f. Crit.</i>	Remarks
Between groups	3	535.63	178.54	3.55	2.67	Significant
Within groups	360	72833.4	502.3			

From the result presented in the Table4.18 the null hypothesis of no significant difference tested is rejected. This is because; the calculated *f* value of 3.55 is greater than the

f critical value of 2.67. This implies that there is a significant difference in the effect of job stress experienced by library staff of different age groups. This finding corroborates the study of European Agency for Safety and Health at Work (EASHW 2008) which observed that dwindling strength associated with old age or ageing process gives concern to the elderly in job situation. The study further reported that ageing syndrome ranked first among five main psychosocial risks of job stress. This was also supported by a Canadian Community Health Survey (2007) which conducted a research in respect of job stress among health workers and showed among other things, that age was a major factor for stress.

Hypothesis Six

There is no significant difference in the effect of job stress experienced by the different categories of library staff.

In testing this hypothesis, analysis of variance (ANOVA) was adopted as 0.05 level of significance and the result presented in Table 4.16.

Table 4.16 Analysis of Variance Showing the Difference in the Effect of Job Stress Experienced by the different categories of Library Staff of the Polytechnic

Source of Variation	Df	Sum of Squares	Mean Squares	f . Cal.	f . Crit.	Remarks
Between groups	2	138.7	69.35	1.36	3.06	No Significant (accepted)
Within groups	355	74676.8	511.5			

From the result presented in the Table 4.16, the null hypothesis was accepted. This is because, the f calculated value of 1.36 is less than f critical value of 3.06. This is an indication that there is no significant difference in the effect of job stress experienced by library staff. Library support staff, librarians and library officers experience various effects from job related stress. This finding is in conformity with the study of Babalola (2008) who opined that stress

manifests in physical and emotional exhaustion involving negative self-concept and negative job attitudes, loss of concern for others or callousness. He also noted that stress contributes to heart disease, high blood pressure, stroke and other illness in many individuals.

Hypothesis Seven: There is no significant difference in the job stress management technique of the library staff due to gender.

In testing this hypothesis, z test statistical method of significance was adopted at 0.05 level of significance and the result is presented in Table 4.17.

Table 4.17: z test analysis showing the difference in Job stress management techniques of the Female Library Staff of Polytechnic Libraries

Gender	N	X	SD	Df	z. Cal.	z. Crit.	Level of significance	Remark
Male	163	52.71	18.04	372	3.63	1.96	0.05	Significant (rejected)
Female	208	61.59	19.39					
Total	371							

From the result presented in the Table 4.17, the null hypothesis is rejected. This is because the z calculated of 3.63 is greater than z critical of 1.96. This implies that there is a difference in the job stress management technique of library staff due to gender. This finding is in congruence with McDonald and Korabik (1991) who revealed from their study that male managers responded to coping strategies which can be categorised as avoidance/withdrawal while female managers reported they were more likely to talk to others and seek social support than male managers. This also corroborates the work of Burke and Belcourt (1974) which stated that women tended to discuss problems with their friends and family more often than men.

Hypothesis Eight

There is no significant difference in the job stress management techniques by the library staff due to different age ranges.

In testing this hypothesis, analysis of variance (ANOVA) was adopted at 0.05 level of significance and the result is presented in Table 4.18.

Table 4.18: Analysis of Variance Showing the Difference in the Stress Management Technique of the Library Staff Due to Difference in Age Ranges

Source of Variation	Df	Sum of Squares	Mean Squares	<i>f</i> . Cal.	<i>f</i> . Crit.	Level of significance	Remarks
Between groups	3	456.6	152.2	1.21	2.67	0.05	Not Significant (accepted)
Within groups	371	18263.7	125.96				

From the result presented in the Table 4.18, the null hypothesis is accepted. This is because the calculated *f* value of 1.21 is less than *f* critical value of 2.67. This simply reveals that there is no significant difference in the stress management technique of library staff due to age. That is, library staff of different age ranges adopt similar techniques in managing job related stress. This study agrees with the study of Fogoros (2006) who stated that nobody can avoid all stressors without completely dropping out of society or becoming a monk adding that what is needed is the management of stressors in each person and work environment.

This finding is also in agreement with the study of American Institute of Stress (2006) which noted that the key to reducing job stress is to prevent it by getting enough sleep, proper diet and avoiding excess caffeine and other stimulants.

Hypothesis Nine

There is no significant difference in the job stress management technique adopted by different categories of library staff of polytechnics in Southern Nigeria.

In testing this hypothesis, analysis of variance (ANOVA) was adopted at 0.05 level of significance and the result presented in Table 4.19.

Table 4.19 Analysis of Variance showing the difference in the Management of Job Stress Management techniques adopted by Library Staff of the Polytechnic

Source of Variation	Df	Sum of Squares	Mean Squares	<i>f</i> . Cal.	<i>f</i> . Crit.	Level of significance	Remarks
Between groups	2	459.3	22.97	5.24	3.06	0.05	Significant
Within groups	372	64013.9	438.5				

The result presented in the Table 4.19 shows that the null hypothesis tested is rejected. This is because the calculated *f* value of 5.24 is greater than the *f* critical value of 3.06. This means that there is a significant difference between the various categories of library staff in respect with the techniques they adopt to manage job related stress. This finding corroborates the studies of Kupersmith (1992) and Nawe (1995) which found that stress is very costly to the individual and the library alike. They pointed out that stress management styles vary in staff and libraries as people react to situations differently.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The research surveyed the causes, effects and management techniques of job related stress among library staff of the polytechnics in Southern Nigeria. It specifically set out to inquire if differences existed in those job stress variables, with respect to gender, age and various categories of library staff in the polytechnics in the region. The descriptive survey design was adopted for the study. Nine research questions were formulated and nine hypotheses were tested in the study. The population for the study was drawn from the twenty-two federal and state owned polytechnics in Nigeria. Through census sampling technique, the entire population of four hundred and fifty-two (452) library workers was used as sample for the study. The questionnaire titled “Library Staff Job Stress Questionnaire” (LSJSQ) was used as the instrument for data collection. The questionnaire was administered to the four hundred and fifty-two (452) library staff but three hundred and seventy - one (371) copies were retrieved and found usable. The data collected was analysed using descriptive statistics such as statistical mean for the research questions, while inferential statistics such as *z* test and ANOVA were used to test the hypotheses at 0.05 level of significance.

The study revealed the following:

- i. The study revealed that the introduction and use of new technology, insufficient funds and non-conducive work environment are the major causes of job related

- stress to all library staff in polytechnics in Southern Nigeria irrespective of age, gender and rank.
- ii. The study revealed that job dissatisfaction, depression, moodiness, disillusionment, frustration as well as negative job attitude are the main effect of job related stress among library staff irrespective of age, gender and rank.
 - iii. The study found that seeking more information in order to clarify ambiguous role expectations, job sharing, flexible work time, socialising and keeping friendship and setting realistic goals are the techniques mostly employed by library staff to manage job stress irrespective of gender, age and rank.
 - iv. There is no difference in the causes of job related stress among library staff in terms of gender, age and rank.
 - v. There is a significant difference in the effect of job stress among the library staff in terms of gender and age.
 - vi. There is significant difference in the techniques employed by male and female library staff in the management of job related stress.

5.2 Conclusion

The study has revealed that factors such as adaptation to new technology, non-conducive work environment, job overload, extended working hours and limited funding constitute stressors to polytechnic library workers in Southern Nigeria.

The effects of these stress factors on the workers include among others, frequent headache, sleep disturbances, depression, absenteeism and exhaustion.

5.3 Recommendations

From the research findings, the following recommendations are made to ameliorate job related stress among polytechnic library workers.

- i. The polytechnic authorities and library management in Nigeria should provide congenial work environment such as standard offices, cooling systems and basic facilities in the libraries in order to ameliorate job related stress among the staff.
- ii. The management of the polytechnic libraries should ensure a reduction in the workload of the staff in order to reduce the incidence of job stress to the barest minimum.
- iii. Efforts should be made by the polytechnic authorities and library management to provide training on new technology to the staff, especially the older ones.
- iv. Prototype stress management packages should be adopted as policy for librarianship in all institutions of learning. Formalised management tips such as Seminars, talk shops and interactive sessions should be integrated at corporate level for library staff to air feelings, cross fertilise ideas on job stress.
- v. Female librarians should be encouraged to join groups such as Association of Women Librarians (AWL) across globe for more discussions on balancing the home and work demands. This is sequel to the fact that discussions among peers give greater relief to women in librarianship as revealed by the study.
- vi. Financial and health consequences of stress should be documented and circulated among staff for awareness purposes as health is wealth.

5.4 Contributions to Knowledge

The following are contributions of this study to existing knowledge on the causes, effect and management techniques of job related stress on library staff in polytechnics in Southern Nigeria.

1. The study has revealed the major causes of job related stress and as such will serve as a reliable reference for identifying and curbing them by library staff and management in polytechnics in Southern Nigeria.
2. By unveiling the main effects of job related stress, the study has contributed in creating awareness of the symptoms of job stress on library staff of polytechnics in Southern Nigeria. Thus putting them in a better position to tackle the issue.
3. The study has demonstrated techniques as delegation of duties, job sharing etc that are useful to management and staff of polytechnic libraries in Southern Nigeria in dealing with job related stress.
4. The study has re-echoed the fact that the effect of family or domestic pressure can be more devastating on female library workers than their male counterparts who are less involved in domestic chores.

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APPENDIX I

LIBRARY STAFF JOB STRESS QUESTIONNAIRE (LSJSQ)

Department of Library and information Science
Delta State University
Abraka
January 24, 2011

Dear Respondent,

I am undertaking a study on the causes and management of job related stress among library staff in polytechnics in Southern Nigeria. I solicit your kind co-operation in filling this questionnaire as objectively as you can. The information you give will be treated with absolute confidentiality as it will be used only for research purpose.

Signed:

Gladys Ngozi Onyia

LIBRARY STAFF JOB STRESS QUESTIONNAIRES (LSJSQ)

INSTRUCTION: Please tick (✓) the correct option for each close ended item and fill in the blank space.

SECTION I: BIODATA

- i. Name of institution.....
- ii. Male Female
- iii. Age Range:30 years and below 1 – 40 years 1-50 years
Above 50 years
- iv. Librarian Library Officer Library Assistant
Library Attendant

For each of the following statements please indicate by a tick in the appropriate box whether you: SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree

SECTION II: CAUSES OF JOB STRESS

Each of the following causes me stress.

Causes	SA	A	D	SD
Unconducive Working environment				
Work hours				
Inability to meet deadlines				
Change in rules/procedures				
Increased workload/long work hours				
High expectations from bosses				
Office politics				
Coworkers				
Clients needs/demands				
Job rotation				
Pension scheme				
Introduction/use of new technology				
Work tools eg cataloguing tools				
Insufficient funds to meet personal needs				
Multiple roles in the institution				
Lack of organisational motivation				
Membership of many committees				
Lack of training/continuing professional education opportunities				
Lack of promotion/advancement opportunities and promotion requirements				
Lack of appreciation/understanding for work done				
Funding problems				
Sexual harassment				

SECTOIN III: EFFECTS JOB STRESS

I experience each of the following effects, consequences/results of stress

Effects	SA	A	D	SD
Frequent headache				
Ulcer/stomach problems/back pains				
Heart problems				
Sleep disturbances/sleeplessness or insomnia				
Sweaty palms				
Smoking of cigarette				
Heavy drunkenness				
Decrease in energy level				
Muscle tension/jaw clenching				
Job dissatisfaction				
Depression				
Exhaustion				
Moodiness				
Job burnout (emotional exhaustion/depression)				
Negative self concept				
Rigidity of changes				
Disillusionment/disenchantment				
Lower job performances output				
Frequent accidents				
Faulty decisions				
Frustration				
Workplace aggression/extreme anger				
Negative job attitude				
Quarrelling				
Drug abuse				
Absenteeism				

SECTION IV: JOB STRESS MANAGEMENT TECHNIQUES

I employ each of the following techniques to deal with/manage work related stress

Management Techniques	SA	A	D	SD
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Seeking more information in order to clarify ambiguous role expectations				
Breaking challenging pieces of work into smaller sets of tasks				
Learning to identify early warning signs of aggression in co-workers and clients/users				
Developing interpersonal skills that dissipate aggression				
Flexible work time				
Job sharing				
Telecommuting/increased communication				
Counseling programme				
Job delegation				
Taking coffee/short break during working hours				
Going on vacation/sabbatical leave				
Altering the way I perceive the situation				
Positive self esteem/optimism				
Physical exercise/fitness				
Developing healthy life style				
Relaxation and meditation				
Alcoholism and use of drugs				
Socialising and keeping friendship				
Training and retraining				
Conflict avoidance in workplace/Removing oneself from stressful situation				
Setting realistic goals				
Cultivating positive attitude to work				
Visualisation				

APPENDIX II

DETAIL COMPUTATION OF THE RELIABILITY TEST OF THE INSTRUMENT USING PEARSON'S PRODUCT MOMENT CORRELATION CO-EFFICIENT

Formula

$$R = \frac{N\sum xy - \sum x \sum y}{\sqrt{(N\sum X^2 - (\sum X)^2) \{N\sum Y^2 - (\sum Y)^2\}}}$$

N	X	Y	X ²	Y ²	XY
1	256	257	65536	66049	65792
2	284	282	80656	79524	80088
3	284	280	80656	78400	79520
4	227	220	51529	48400	49940
5	284	284	80656	80656	80656
6	244	266	59536	70756	64904
7	283	284	80089	80656	80372
8	259	246	67081	60516	63714
9	250	255	62500	65025	63750
10	284	239	80656	57121	67876
11	281	284	78961	80656	79804
12	281	281	78961	78961	78961
13	256	284	65536	80656	72704
14	284	284	80656	80656	80656
15	271	284	73441	80656	76964
N=15	X=4028	Y=4030	$\sum X^2=1086450$	$\sum Y^2=1088688$	$\sum XY=1085701$

$$R = \frac{15 \times 1085701 - 4028 \times 4030}{\sqrt{\{15 \times 1086450 - (4028)^2\} \{15 \times 1088688 - (4030)^2\}}}$$

$$R = \frac{16285515 - 16232840}{\sqrt{\{16296750 - 16224784\} \{16330320 - 16240900\}}}$$

$$R = \frac{52675}{\sqrt{\{71966\} \{89420\}}}$$

$$R = \frac{52675}{\sqrt{6435199720}}$$

$$R = \frac{52675}{80219.69658}$$

$$R = \frac{52675}{80219.7}$$

$$R = 0.66$$

$$R \approx 0.7$$

